

M.B.A. I Semester

University Examination 50 Marks

Internal Assessment 50 Marks

Total 100 Marks**Course No. 101****Paper No. – I****PRINCIPLES AND PRACTICE OF MANAGEMENT**

Objectives:- This course provides the students with an understanding of how the philosophy of management underlies the MBA course taught on the programme. The objective of this paper is to finalize the student with basic management concepts and behavioral processes in the organization. The course will be an introduction to the way in which the firm can develop its managerial thinking, mission and strategy. It will enable students to evaluate and analyze a firm's management philosophy, to understand the impact this philosophy has on the organization and the operation of the business.

Unit 1:- Management and overview, management define, functions of management, managerial roles and responsibilities, systems and contingency approach for understanding organization. Management thoughts – Classical perspective, scientific management, administrative management, bureaucratic management, behavioral perspective. Managerial process, functions, skill and rules in an organization. Social responsibility of the business. Recent development in management theory.

Unit 2:- Functions of management:

- (a) Planning- concept, nature, importance, steps, limitations, management by objectives.
- (b) Organizing- concept, nature, importance, principles, centralization, decentralization. organization structure- line and staff authority, functional, product, matrix, geographical, customer. New forms of organization- virtual. Organization as network- types of network organizations/ cluster – self-organizing systems. Organizing design for change and innovation – Designing principles for new forms of organizations.
- (c) Staffing:- Concept, nature, importance, steps. Concept of knowledge worker.
- (d) Directing:- Concept, nature importance.
- (e) Controlling:- Concept nature, importance, process of controlling, control techniques.

Unit3:- Leadership –Concept nature importance, attributes of a leader, developing leader across the organization, leadership grid.

Unit 4:- Decision making—Concept, nature, importance & process. Types of decisions. Problems in decision making.

Unit 5: -Case Study : Planning, decision making, leadership.

Books recommended:

1. Essentials of management – Koontz –T M G H
2. Principles and practice of management - Saxena
3. Principles and practice of management – Shejwalkar & Ghaneka

Course No. 102**Paper No. – II****Course Name : ACCOUNTING FOR MANAGERS**

Objectives: To provide Basic understanding about Accounting Process and to expose to latest trends in Corporate, Cost & Management Accounting Practices.

Unit I Overview: Accounting concepts, conventions and principles; Accounting Equations, International accounting principles and standards; Matching of Indian accounting standards with international accounting standard
Mechanics of Accounting : Double entry system of accounting, Journalizing of transactions; preparation of final accounts, P.L Accounts, and Balance Sheet of sale Trader, Policies related with depreciation, inventory and intangible assets like copyright, trademark, patent and goodwill.

Unit II Cost Accounting-Relationship with financial Accounting - Elements of cost, preparation of cost sheet. Material cost - labour cost & overheads.

Unit III Introduction to Management Accounting changing role of Management Accounting Financial Statement Analysis- Ratio Analysis – types & calculation

Unit IV Elementary study of Managerial Decision Making Techniques like

- (a) Marginal costing- Cost volume profit analysis, BEP application of MC in decision Making Key factor consideration
- (b) Budgetary control, Operating and Financial Budgets, Flexible Budgets. Cash Budget; ZBB
- (c) Standard Costing- Materials Cost and Labour cost variances only.

Unit V Emerging issues in Management Accounting, Human Resource Accounting Responsibility Accounting Inflation Accounting.

SUGGESTED READINGS :

- 1) Jain S P & Narang KL – Advanced Accounting (Kalyani)
- 2) S N & S K Maheshwart – Corporate Accounting (Vikas), 1995.
- 3) Principles of Management Accounting- Manmohan & Goyal
- 4) Management Accounting- Dr. E.B.Khedkar, Dr. D.B.Bharati and Dr. A.B.Kharpas.
- 5) Cost and Management Accounting- S.M.Inamdar
- 6) Management Accounting- Dr.Mahesh Kulkarni
- 7) Management Accounting 3rd Ed. – Khan & Jain
- 8) Theory of Problems in Management & Cost Accounting- Khan & Jain
- 9) Cost Accounting – Jawaharlal
- 10) Management Accounting- Dr. A.P. Rao

Course No. 103
Paper No. – III
MANAGERIAL ECONOMICS

Objective:

With economies becoming increasingly market oriented, it is becoming important for players in the market place to learn to conduct themselves in a manner that will assure them of success. The objective of the course is to provide insights into these aspects. Students of management must be exposed to the time tested tools and techniques of managerial economics to enable them to appreciate their relevance in decision making.

Unit –1 Nature and Scope of Managerial Economics, role and Responsibility of a Managerial Economist. The fundamental concepts of Managerial Economics, theory of the firm and the role of profits Theory of Demand – concept, determinants of Demand, Demand Function and econometric techniques. Theory of Supply-concept, determination, analysis, supply function. Elasticity of Demand- concept, measurement. Concept of Consumer’s surplus.

Unit –2 Analysis and costs estimation-economic Concept of Cost, Different Types of Cost: Managerial use of cost Function; Production Function to cost function-long run and short run Total cost, Break-even Analysis Make or Buy Decisions.

Unit–3 Market Structure and pricing decisions-the competitive and monopoly model, monopolistic competition and oligopoly, pricing of multiple products.

Unit–4 National income-concept and measurement. Business cycles,fiscal policy, inflation. The new economy-definition and characteristics.

Unit –5 Case studies /numerical problems on the above topics .

SUGGESTED READINGS :

1. Varshney & Maheshwari:Managerial Economics, Sultan Chand & Sons, New Delhi.
2. Mehta: Managerial Economics, Sultan Chand & Sons, New Delhi.
3. Joel Dean : Managerial Economics, Prentice Hall, New Delhi.
4. Mote, Paul & Gupta: Managerial Economics- Concepts and Case, Mc Graw Hill, New Delhi.

Course No. 104**Paper No. – IV****LEGAL ASPECTS OF BUSINESS**

Objective:

The objective of this course is to provide the students with practical legal knowledge of general business law issues and topics to help become more informed, sensitive and effective business leaders. As the business managers are called upon to create value, marshal resources and manage risk, it is imperative that they should understand fundamental legal issues pertaining to business world to enhance their ability to lead and delegate.

Unit I :- Contract Act, 1872: definition, concept of contract, valid contract and its essential elements, criteria for classification for contract, quasi contracts, discharge of contract: various; remedies for breach of contract.

Unit II :- Sale of Goods Act, 1930: introduction, contract of sale, agreement to sell documents of title, conditions and warranties, doctrine of caveat emptor: transfer of property significance of transfer of ownership, rule; performance: delivery of goods by seller, acceptance of delivery by buyer; remedies for breach: Rights of unpaid-sellers

Unit III :- Negotiable Instruments Act, 1881: definition and characteristics, promissory notes, bills of exchange, and cheques, parties to negotiable instruments; Methods of negotiation of instrument, endorsement and deliver of negotiable instrument, negation by unauthorized parties, negotiation of dishonored and overdue instruments; banker and customer: introduction, crossing of a cheques, obligations of a banker, protection granted to bankers, obligations of a customer, bouncing of cheques

Unit IV :- Partnership Act, 1932: definition of partnership, types, of partnership, formation of Partnership, registration of partnerships, and kinds of partners, rights and liabilities of partners, minor's status in a partnership firm, dissolution of partnership firm
Companies Act, 1956: definition of company, formation of company, memorandum and articles of associations of a company, types of companies, management of companies: directors and meeting; winding up of companies

Unit V :- Consumer protection Act, 1986: definition of consumer, goods and defect, services and deficiency, consumer forums, procedure to approach consumer forums

Unit VI - The information Technology Act, 2000

- 7.1 Digital Signature- Digital Signature Certificate
- 7.2 Electronic Governance
- 7.3 Electronic Records
- 7.4 Certifying Authorities
- 7.5 Penalty & Adjudication

Unit VII - Patents Act

- 8.1 Conceptual understanding of patents, copyrights, trademarks and designs,
- 8.2 FEMA
- 8.3 Environment protection Act.
- 8.4 Sick Companies Act 1985
- 8.5 IRDA

SUGGESTED READINGS

- 1) Kuchhal MC-Business Law(Vikas), 2nd ed 1998.
- 2) Tlsian-Business Law, (Tata Mc Graw- Hill, 2nd edition)
- 3) Kuchhal- Mercantile Law (Vikas), 1998, 4th ed.

Course No. 105

Paper No. – V

QUANTITATIVE TECHNIQUES AND BUSINESS MATHEMATICS

Objective:

1. To impart basic concepts in quantitative techniques and business mathematics.
2. To develop skills in structuring and analysis problems .
3. to develop aptitude to implement the solutions of the dicision problems

Unit – 1 Quantitative Techniques : Meaning and Classification of Quantitative Techniques Statistical Techniques, Programming Techniques, Role of Quantitative Techniques in Management Decision - making.

Unit –2 Transportation and Assignment Problems: a Transportation Model, Problem Statement, Loops in Transportation Table, Steps in Transportation Method. North – West Corner Rule, Least Cost Method (Matrix Minima), Column Minima, Row Minima Method, Vogel’s Approximation Method (VAM), Modified Distribution (MODI) Method.

Unit –3 Assignment Problem, Complete Enumeration Method, Hungarian Assignment Method (HAM) Unbalanced Assignment Problem, Maximization Case.

Unit –4

- (a) Game Theory – Two Person – Zero Sum – Game. Saddle Point, Value of Game, Dominance Strategy, Mixed Strategy.
- (b) Replacement Models,
- (c) Sequencing Models. Johnson’s Algorithm for no jobs & Two machines n jobs & three machines, Two jobs and m machines problems

Unit –5 Business Mathematics – Determinants & Matrices, Limits & Continuity, Differential Calculus, Binomial Theories, Permutations & Combinations.

SUGGESTED READINGS

1. Quantitative Techniques by C.R. Kothari, Vikas Publishing House, Delhi.
2. Statistical Methods - by S.P. Gupta, Sultan Chand & Sons.

Course No. 106

Paper No. – VI

ORFGANIZATIONAL BEHAVIOUR

Objective:

The Paper aims to present the basic concepts of management. The objective is to help student Comprehend perceive and understand dynamic nature of groups; Provide on insight into behaviour of individuals in organization and adopt effective strategies to influence it. It also aims to help the student develop decision making skills through case discussions.

UNIT I- Organizational Behaviour – Definition- assumptions – significance, - Historical Background – Fundamental concepts of OB, research foundation, trends, impact of globalization, learning organization and knowledge management.

UNIT II- Individual Behaviour and Managing diversity: individual behaviour, main reasons impact, trends and layers of diversity; demographic differences, barriers and challenges, competitive advantages, diversity initiatives. Personality Development: meaning, theories of Personality development, managerial consideration for further developing of personality development of employee. Perception – Meaning and definition, Perceptual process, Managerial implications of perception in business situations, schemas, Perceptual errors.

UNIT II- Motivation: nature and importance, basic process, need theories of motivation- the concept of needs, Maslow's hierarchy of needs theory, Alderfer's ERG theory, Mc Clelland's Achievement Motivation Theory, cognitive and behavioral theories- expectancy, m Equity, goal – setting theories.

UNIT IV- Group behavioral : Group formation: formal and informal group, stages of group development, Group decision making, group effectiveness and self managed teams.

UNIT V- Conflict and stress management: meaning, process, functional and dysfunctional conflict, conflict handling, nature causes and consequences of stress.

Management of change: concept, Lewin's stages of change, forces of change, resistance to change, and managing planned change.

UNIT VI - Case studies on the above topics.

SUGGESTED READINGS

1. Diagnostic approach to Organisational Behaviour – *by Gordon J.R., Allyn and Bacon, New York, 1987.*
2. Handbook of Organisation Behaviour: Englewood Cliffs – *by Lorbch J.W. (Fd), Prentice Hall.*
3. Diagnosing Organisations: Methods, Models and Processes- *by Harrison M.L, Sage Publishers, New Delhi, 1987.*
4. Organisation Theory – An Integrative Approach – *by Ford R.C., Harper & Row Publishers, New York, 1988.*
5. Essentials of Organisation Behaviour – *by Robbins S.J., Text N.D.*
6. Organisational Behaviour Processes – *by Parle K.U., Rowat Publishers, Jaipur, 1988.*
7. Organisational Behaviour – *by Miner John B, McGraw Hill Inc. New York.*
8. Organisational Behaviour – *by Robbins P. Stephen, McGraw Hill Inc. New York.*
9. Organisational Behaviour, Concepts, Controversies and Applications – *by Robbins P. Stephen, Prentice Hall of India, N.D. 1985.*
10. Organisational Theory, A Macro perspective for Management – *by Jackson, John H. & Morgan, Cyril P., Prentice Hall.*
11. Management of Organisational Behaviour – Utilizing Human Resources – *by Paul Hersey & Ken Blanchard, Prentice Hall of India; N.D. 1985.*
12. Managing in Turbulent Times – *by Drucker. Peter F., Pan Books Ltd. London, 1980.*

Course No. 107

Paper No. – VII

COMPUTER APPLICATION IN MANAGEMENT

Objective:

This course is designed to make the students of management familiar with the basic fundamentals and concept of computer. This paper shall prepare students to learn and acquire necessary computer skills required for day to day office application. The students will also be able to learn to solve business mathematical problems with the aid of computer.

UNIT I- Introduction to computers- definition, a simple model of computer, fundamental, technical and commercial classification of computer, Characteristics of computer systems.

Data representation and application-input and output devices, Computer Memory, CPU, Types of Software –Application software, System Software-Operating systems and types, Softwares, Application Software's Languages

UNIT II- Windows and its applications-windows operating System. Elements of Desktop, Application Window. Document Window, Special Indicators, File Handling in Windows, Accessories

UNIT III- MS Office and its applications-MS office Fundamentals & components-MS Words, MS Excel, MS Power Point, MS-Access.

UNIT IV- Advantage and Disadvantage of IT Outsourcing, Telecommunication Concepts, Data Transmission and OSI layers, Local Area Network (Ethernet, Token bus , Token ring) Wide Area Network, TCP/IP Fundamentals, Internet, Intranet, Extranet, The world-Wide Web. Email. Web browsers, Web browsing.

UNIT V - Data BaseManagement System-Data Base Management System Objectives of Data Base. Advantages & Disadvantages of DBMS. Hierarchical Model, Network Model, Relational Model, Normalization Process, Advance Technologies in Data Base Technology. Object- Oriented DB, Distributed DB, Client Server Systems

UNIT VI- Case studies on the above topics.

107 computer Applications in Management lab

MS- word-creation of Document-Format Document-Text editing and saving-Organising information with tables and outlines-Mail merge- Publishing documents on Web.

MS Excel-Creating and editing worksheets- Cell formatting- creating and using formulas and functions- Use of Macros- Sorting and querying data- Working with graphs and charts. Data Analysis with Statistical Tools-Use of Financial Tools-Use of other functions in Excel for data analysis,

MS Power Point- Creation of slides-Use of templates and slide designs for creating power point slides- use of drawings and graphics- Developing a Professional presentation on Business Plans, Institutions, Products, People etc.,

MS Access Create Databases, Tables, Relationships- Create forms to enter data- filter data – use of queries in data –manipulation-Generating reports.

SUGGESTED READINGS

1. Turban, McLean, Wetherbe-Information Technology for Management, 4th Edition, Wiley India, 2007
2. Peter Norton-Introduction to Computers-Sixth Edition, 2007, Tata McGraw Hill.
3. Brian K. Williams, Stacey C. Swayer-Using information Techonology- A Practical Introduction to Computers and Communications- Sixth Edition- Tata Mc Graw Hill, 2007.
4. V. Rajaraman- Introduction to information Technology, Prentice Hall India, 2008.
5. Cox et all – 2007 Microsoft office System Step-by-Step, first Edition, Prentice Hall India, 2007.
6. Winston-Microsoft Office Excel 2007 Data Analysis and Business Modeling, First Ediction, Prentice Hall India, 2007..
7. Lambet, Lambert III & Preperneau, Microsoft Office Access 2007 Step-by-Step, First Edition, Prentice Hall India, 2007.
8. David Whigam – Business Data Analysis Using Excel, first Edition, Oxford University Pres, 2007.

Seminar on Contemporary Management Issues.

Course No. : 108

Paper No. : VIII

Total Credits: 02

Marks: 50

Seminar on contemporary management issues. Here the faculty members will assign contemporary issues concerning with Indian corporate sector like Merger & Acquisition, Current economic issues, Global interface, Stock market developments, Recent trends in finance, marketing, H.R., Productions, Operations, Systems etc.

The student will prepare seminar/ group exercise- discussion under the guidance of the faculty members to be allotted by the Director/ Head of the School.

This is a part of internal assessment. The student will submit written report and make an oral presentation before a panel of three teachers to be appointed by the Director/ Head.

University Examination 50 Marks
 Internal Assessment 50 Marks
 Total 100 Marks

M.B.A. II SEMESTER

Course No. **201**

Paper No. – **IX**

Course Name: **Marketing Management**

Objectives : Marketing is no longer a company department charged with a limited number of tasks. It is a company wide undertaking. It drives the company's vision, mission and strategic planning. Marketing succeeds only when all the departments work together to achieve goals. The student will be able to understand these concepts.

Unit - I

Introduction to Marketing: Marketing Concepts, Understanding Marketing Management, Emerging issues in Marketing.

Unit – II

An Overview of Indian Marketing Environment, Marketing Information and Research, Marketing Mix: Concept and Components, Overview of Marketing Strategy, Market Segmentation, Targeting and Positioning , Consumer behaviour.

Unit – III

Product: Concept & Classification – Product Life Cycle and Marketing Strategies, New Product Development Process-Product related strategies.

Unit IV

Pricing decisions,
 Place decisions – Channels of Distribution, physical distribution, market logistics.

Unit V

Promotion mix, Advertising sales promotion – Personal selling- public relations – Direct Marketing : - Major Channels for Direct Marketing; On – line Marketing – conducting On – line Marketing – Promises and Challenges of On – line Marketing.

SUGGESTED READINGS :

- 1) Marketing Management – by Philip Kotler (Millennium Edition – 2000)Prentice Hall of India Private Ltd., New Delhi.
- 2) Marketing Management – Planning, Implementation and Control – the Indian Context – by V. S. Ramaswamy and S. Namakumari, McMillan India Ltc.

University Examination 50 Marks
Internal Assessment 50 Marks
Total 100 Marks

M.B.A. II SEMESTER

Course No. 202

Paper No. – X

Course Name: **Financial Management**

Objectives: *The focus of this paper would be on issues related to financial management in the Indian Corporate Sector. The Contents are related to the practices observed in Indian Corporate Sector. The objective is to enable and equip the manager with basic tools for applying financial analysis.*

Section - A

Unit I Finance function, Meaning, Importance and Objectives of Financial Management; Sources of finance; Functions of chief financial officer; Financial Goals- Conflicts in profit versus value maximization principle.

Unit II Investment Decisions : Nature of investment decisions; Time value of Money in investment decisions; Investment evaluation criteria–Pay Back, Profitability Index, ARR, NPV (Net Present Value), IRR; Capital rationing; Risk analysis in capital budgeting - Capital Structure Theories : NI & NOI Theory, Traditional and M.M. hypotheses; Determining capital structure in practice - Cost of Capital : Meaning and significance of cost of capital; Calculation of cost of debt, preference capital, equity and retained earnings; Combined cost of capital (weighted).

Unit III Management of Working Capital: Meaning, significance and types of working capital; Sources of working capital; Financing of working capital and norms of bank finance; Various committee reports on bank finance; Calculating operating cycle period and estimation of working capital requirements. Funds flow and Cash flow statements; Dimensions of working capital management: Receivables management, Inventory management, Cash management.

Unit IV Operating and Financial Leverage: Measurement of leverages; Effects of operating and financial leverage on profit; analyzing alternate financial plans; combined financial and operating leverage.

Unit V Dividend Policies: Forms of dividends; Types of dividend policies; Stability in dividend policy; corporate dividend behavior; Issues in dividend decisions- Walter's model, Gordon's model, Modigliani-Miller model; Dividend policy in practice.

Section – B**Case/Problems**

Note: Numerical problems will be based on capital budgeting decisions, working capital estimation, funds flow and cash flow statements, cost of capital and leverages.

SUGGESTED READINGS :

1. Khan and Jain : Financial Management TMH
2. I.M. Pandey : Financial Management, Vikas Publications
3. James C Vanhorne: Financial Management and Policy (PHI)
4. Prasanna Chandra: Fundamentals of Financial Management (TMH)
5. S.N.Maheswari: Financial Management: Principles and practice, Sultan Chand
6. John J. Hampton: Financial Decision Making (PHI)
7. Lawrence J. Gilma: Principle of Managerial Finance, Addisa werly

University Examination 50 Marks
Internal Assessment 50 Marks
Total 100 Marks

M.B.A. II SEMESTER

Course No. 203

Paper No. – XI

Course Name: **Production & Operations Management**

Objectives : The Course is designed to acquaint the students with decision making in : Planning, scheduling and control of Production and Operation functions in both manufacturing and services; Productivity improvement in operations thought layout engineering and quality management etc; Effective and efficient flow, replenishment and control of materials with reference to both manufacturing and services organizations.

Section - A

Unit I Overview of Issues in Production/Operations management, Production systems: issues and environment; Need and importance of forecasting, allocation of resources & process life cycle.

Unit II Aggregate Production Planning & Scheduling: Production system design Planning and Control: Basics of PPC, Process technologies: Capacity Planning, facility planning, Work system design, Work Study, Method Study, Work Measurement, Work Sampling Work Environment-Scheduling and Sequencing Models, Maintenance Management Concepts-Preventive, Routine and Breakdown maintenance, , Industrial Safety;

Unit III Types Manufacturing Systems & Layouts: Lay out facilities – Factors influencing the plant location – economic, sociological lay out for the process and product system – Group and Static product layout. Plant capacity and line balancing.

Unit IV Material Management – an Overview, Dependent and Independent Demand System, Material Handling Principals- Equipments, - In Mass Production in Batch/Job Order Manufacturing.: storage and retrieval System. Inventory Control- JIT, JOT, Zero inventory. systems of inventory control deterministic models & probabilistic models. EOQ safety stock ABC, VED FNSD analysis. Value analysis.

Unit V Recent Trends in Production / Operations Management:-Concept of total Quality (TQM), Statistical Quality Control, International Quality Certification and other Standards. Managing Information for Production System. Total Productive Maintenance (TPM), Computer aided Manufacturing (CAM).

Section - B**Case study****SUGGESTED READINGS :**

1. Buffa E.S. Modern Production Management, John Wiley, New York; 1973
2. Everett E Adam & Ronald J. Ebert : Productions and Operations Management Tata Mc Graw Hill, New Delhi, 1974
3. Levin, Mc Laughlin, Lamona and Ktlas; Production Operations Management Tata Mc Graw Hill, New Delhi, 1974.
4. I.L.O., Introduction to work – study ; Geneva 1966
5. Norman Gaither Production and Operations Management, The Dryden Press.
6. Aswathappa K & Shridhara Bhat K.: Production and Operations Management, Himalaya Publishing House, Mumbai, 2009
7. B. Mahadevan: Operations Management-Theory and Practice, Pearson Education, 2008
8. Elwood S. Buffa & Rakesh K. Sarin: Modern Production/Operations Management, Wiley Edition, 2009
9. Chunawalla & Patel: Production and Operations management, Himalaya Publishing House, Mumbai, 2009
10. William J. Stevenson: Operations Management, Tata McGraw-Hill Pvt. Ltd., New Delhi, 2007
11. Panneer Selvam R: Production and Operations Management, PHI, New Delhi, 2005
12. James R. Evans & David A. Collier: Operations Management-Concepts, Techniques, and Applications, Cengage Learning, 2009
13. Shridhara Bhat: Production and Materials Management, Himalaya Publishing House, Mumbai
14. Nair N.G: Production and Operations Management, Tata McGraw-Hill Publication, New Delhi, 2008
15. Rajesh K. Prasad & Bijoya Prasad: Production Management, Jain Brothers, New Delhi, 2008.
16. Roberta S. Russell & Bernard W. Taylor: Operations Management-Along the Supply Chain, Wiley Edition, 2009
17. Norman Gaither: Production and Operations Management, The Dryden Press

University Examination 50 Marks
Internal Assessment 50 Marks
Total 100 Marks

M.B.A. II SEMESTER

Course No. **204**

Paper No. – **XII**

Course Name: **Human Resource Management**

***Objectives:** To become a successful manager of people, students need to understand behavior of human resources in various organizational situations, In a complex world of industry and business, organizational efficiency is largely dependent on the contribution made by the human resources of the organization. The objective of this course is to sensitize students to various facts of managing people and to create an understanding of the various policies and practices of human resource management.*

Section – A

Unit I Human Resource Management, Introduction, evolution, importance and Scope, HRD-Concept, difference between personnel management and HRM, Strategic HRM, Role of a HR Manager.

Unit II Human Resource Planning, objectives, importance, HRP Process, manpower estimation, job design, job analysis, Job description, job specifications. Human Resource Procurement-Recruitment. Selection and induction, Retention of Employees,

Unit III – Training and Development: Objectives and needs, Training process, Methods of Training- Lecture, Case method, Role playing, Business in Basket, T-Group, Incident, Syndicate, Evaluation of training Programme, Performance measurement and reward systems:- Introduction, performance drivers, leadership and performance, Reward management, Performance appraisals. Discipline.

Unit IV- Career Planning: Succession planning, Compensation management- Concepts & components, job evaluation, incentives and benefits.

Unit V- Industrial Relations, Grievance procedure, collective bargaining, settlement of disputes, workers participation in Management, Strategic challenges for leadership.

Section – B

Case Studies on the above Topics

SUGGESTED READINGS :

1. De Cenzo & Robbins : Personnel / Human Resource Management, 3rd (PHI)
2. McKenna & beach : The Essence of Human Resource Management (PHI)
3. Berdwell / Holden : Human resource Management A Contemporary Perspective (Mac Millan)

University Examination 50 Marks
 Internal Assessment 50 Marks
 Total 100 Marks

M.B.A. II SEMESTER

Course No. 205

Paper No. – XIII

Course Name: Research Methodology, & Statistics for Management:

***Objectives** :The basic objective of this course is to familiarize the students with the statistical techniques popularly used in managerial decision making & Research it also aims at developing the computational skill of the students relevant for statistical analysis.*

Unit I-Research in Management, Research as an aid to decision making. Uses & limitations of research in management. Research design, collection of data, Types of Data, methods of Data collection.

Unit II- Data processing, analysis, Interpretation, scaling techniques & report writing. Steps in preparing research report characteristics of a good research report.

Unit III -Statistics: Meaning and Salient Features of Statistics, Statistical Techniques, Role of Statistical Techniques in Management Decision Making, Techniques of Business Forecasting: Correlation and Regression Analysis with two variables,

Unit IV - Probability and probability distributions, Probability: Concepts of Probability, Additive and Multiplicative Laws, Baye's Decision Rule, Probability Distributions: Binomial, Poisson and Normal distribution.

Unit V sampling theory and tests of significance

Sampling: concept of Sampling, Reasons for Sampling, Types of Samples, Estimation, Hypothesis testing, Type I and Type II Errors.

Large Sample Tests: Mean Test, Difference between Two Means, Difference between Two Standard Deviations.

Small Sample Test: Mean Test, Difference between Means of Two Independent Samples, Difference between Two Dependent Samples or Paired observations, Z- test of significance of coefficient of correlation.

Unit VI non-parametric tests: Meaning-Advantages and Limitations of Non-Parametric Tests. The Sign Tests: One Sample Sign test, the Two Sample Sign Test for paired and independent observations, The Runs Tests: One Sample Runs Test, Test of Randomness using Runs above and below the median. rank Sum Tests: The Mann Whitney U Test, The Kruskal Wallis Test, The wilcoxon Signed Rank Test, Chi Square Test for Goodness of fit.

Unit VII analysis of variance (ANOVA)

Meaning, Assumptions, Procedure for Analysis of Variance, General form of ANOVA, One Way Classification, Two-Way Classification, Computation of Variance

SUGGESTED READINGS :

- 1) Amir D. Aczel & Jayavel Sounderpandian-Complete Statistics, 6th Edition, TMH.
- 2) GC Beri- Business Statistics, TMH.
- 3) Anderson R, David Sweeney J, Dennis & Williams A Thomas- Statistics for Business and Economics, 9th edition, Thomson.
- 4) ND Vohra- Management Decisions, New Age Publications.
- 5) SP Gupta & MP Gupta- Business Statistics, Sultan Chand & Sons.
- 6) Levin R. L. Rubin S. David- Statistics for Management, 7th Edition, Person/PH1

University Examination 50 Marks
 Internal Assessment 50 Marks
 Total 100 Marks

M.B.A. II SEMESTER

Course No. 206

Paper No. – XIV

Course Name: **Environment for Business & Environmental Management:**

Objectives: The primary objective of this course is to acquaint the students to the emerging trends in business environment. This will also help them to develop the ability to analysis the competitive business environment to appraise the environmental pressures on business, and to understand the government policies and current issues in Indian perspective.

Section – A

Unit I Business environment-Nature, Concept and Significance of Internal environment. Management of organizational resources for developing effective Internal organizational environment, introducing organizational change when this equilibrium is found. External Environment-nature and significance-Economic, Socio-Cultural, Political and Technological factors influencing Business Environment- Changing role of Government-structure of Indian Economy.

Unit II Economic environment-types of economic systems, impact of liberalization and privatization on Indian economy. Critical evaluation of latest economic policies of India, role of Indian business houses in the world, Multinational Corporations-Foreign Collaborations Political environment- Types of political systems, role of political organization of India to development of economy. Government of India's Commercial Banking, Exim and Technology policy, Approach to Foreign direct Investment, Government policy regarding small sector enterprises

Section – B

Unit I ENVIRONMENTAL EDUCATION

Objectives, Principles, Scope and Functions of environmental education, Role of NGOs

Unit II MANAGING NATURAL RESOURCES

Importance-Water, Land

Unit III GLOBAL WARMING

Problem, Implications, Concept of Carbon Credit Role of Government and Non-Government Agencies & Business.

Unit IV DISASTER MANAGEMENT

Concept, causes and consequences, disaster mitigation.

SUGGESTED READINGS:

- 1) Environmental Policy-By James Lester, Duke University Press
- 2) Environmental Management System ISO 14001-By Dr. Ashok Joshi, L. Ramkrishnan, Nivedita Sarnaik
- 3) Aswathappa: Essentials of Business Environment, Himalaya Publishing House.
- 4) Justin Paul: Business Environment-Text and Cases, The McGrawhill.

University Examination 50 Marks
 Internal Assessment 50 Marks
 Total 100 Marks

M.B.A. II SEMESTER

Course No. **207 (A)**

Paper No. – **XV (A)**

Course Name: **Management of Creativity and Innovations**

Objectives:

1. To enhance creative potential by strengthening various mental abilities and shape an ordinary learner to become an extraordinary learner;
2. To expose the learners to creative problem solving exercises by developing integrative intelligence to become managers with creative skills;
3. To help the learners to become thoughtful managers by understanding workplace creativity and ways of harnessing it for organizational excellence; and
4. To expand the knowledge horizon of individual creativity and corporate creativity to transform the living conditions of the society.

Unit I REALMS OF CREATIVITY- Creativity-Concept-Convergent and Divergent Thinking-Creativity Intelligence- Enhancing Creativity Intelligence-Determinants of Creativity- Process-Roots of Human Creativity-Biological, Mental, Spiritual Social- Forms of Creativity- Essence, Elaborative and Expressive-Existential, Entrepreneurial and Exponential.

Unit II CREATIVE PERSONALITY- Traits Congenial to Creativity- Motivation and Creativity-Strategies for Motivation for being creative- Conductive Environment-Formative Environment and Creativity- Adult Environment-Environmental Stimulants-Blocks to Creativity- Strategies for unblocking Creativity.

Unit III CORPORATE CREATIVITY- Creative Manager- Creative Problems Solving –Techniques of Creative Problem Solving- Perpetual Creative Organizations-Creative Management Practices-Human Resource Management, Marketing Management, Management of Operations, Management of Product Design and Growth Strategies.

Unit IV CREATIVE ORGANISATION- Issues and approaches to the Design of Creative Organizations -Policy frameworks -Organizational Design for Sustained

Creativity-Mechanism stimulating Organizational Creativity- Creative Societies- Model of creative society.

Unit V MANAGEMENT OF INNOVATION- Nature of Innovation- Technological Innovations and their Management-Inter- Organizational and Network Innovations-Design of Successful Innovative Organization-Training of Innovation-Management of Innovation-Agents of Innovation-Skills for Sponsoring Innovation.

SUGGESTED READINGS:

- 1) Pradip Khandwalla-Lifelong Creativity-An Unending Quest, Tata McGraw Hill,2006.
- 2) Pradip Khandwalla-The Corporate Creativity –The Winning Edge, Tata McGraw Hill New Delhi.
- 3) Pradip Khanwalla – the Fourth Eye, Wheeler Publishing, New Delhi.
- 4) Rastogi, .P. N. Managing Creativity of Corporate Excellence, Macmillan, New Delhi.
- 5) Jone Ceserani, Pater Greatwood-Innovation and Creativity, Crest Publishing House, New Delhi.
- 6) Clayton, Christensen-Innovation and General Manager, McGraw Hill.
- 7) Margaret, A Whit & Gary D. Bruton- The Management of Technology Innovatio- A Strategic Approch.
- 8) Praveen Gupta- Bisomess Ommpvatopms om the 21st Century, S.Chand, 2008.
- 9) CSG Krishnama Charyulu & R. Lalitha- Innovation Management, Himalaya Publishing House,2007.

University Examination 50 Marks
 Internal Assessment 50 Marks
 Total 100 Marks

M.B.A. II SEMESTER

Course No. **207 (B)**

Paper No. – **XV (B)**

Course Name: **Business Process Reengineering and Quality Management:**

Objective: To create awareness about quality Management & Various Technologies of Quality Management.

Unit -1 Business processes – Rethinking – Business processes Re-engineering – Introduction, Steps in Reengineering process – Phases in re engineering programme.

Unit -2 Process redesign – Business process Re engineering and information Technology – Hurdles in Business process re engineering – Implementation – success of Business Process re engineering.

Unit -3 Concept of quality management – Managing for quality – Impact of quality management in business and commerce – Quality assurance – Statistical quality control – Total quality management – Recent trends in quality management Role of bench marking and business process engineering in TQM.

Unit -4 Continuous improvement and Kaizen – Quality function deployment – Quality circles and Quality improvement teams – Administrative functions of TQM – Quality policy – Quality Manual – Mission Statement.

Unit -5 Models for achieving TQM – Zero Defects – Six sigma Motorola system – Defect prevention System – Quality criteria based on Deming Prize – European Quality award and Malcolm Baldrige Award. Quality systems and Quality certification – ISO 9000 Standards – ISO 14000 standards.

SUGGESTED READINGS :

01. The Benchmarking Management Guide – American Productivity and Quality Center, Productivity Press, USA 1993.
02. Beyond TQM – Flood, R.L. John Wiley & Siobns, England 1994.
03. The TQM Movement – Helga Drummond, UBSPBD, New Delhi, 1995.

04. Total Quality Management for Engineers – Mophammed Zairi.
05. Re Engineering the Organization- American Management Association, New York 1994.
06. Re-engineering the Corporation-by Michael Hammer & James Champy.

University Examination 50 Marks
 Internal Assessment 50 Marks
 Total 100 Marks

M.B.A. II SEMESTER
 Course No. **208**
 Paper No. – **XVI**
 Course Name: **E-Business:**

Objective: *This course will provide the students with an analytical and technical framework to understand the emerging world of e-Business. E-Business poses both a challenge and an opportunity for managers. As a matter of competitive necessity, savvy managers must gain an understanding of the rapidly changing technology and business models. They need to develop a basic understanding of how electronic business differs from “real” business settings. They also need to acquire hands on knowledge of the underlying technological infrastructure in order to have a clear idea of the business and organizational possibilities inherent in these developments.*

Section – A

Unit I

Introduction, background and current status: Digital economy, principles of e-business, e-business models, technological supports and needs.

Unit II

e-business frameworks : e-selling process, e-buying, e-procurement, e-payments: Pre; Post and instant payment systems, convergence strategies.

Unit III

e-business design and e-markets: Overview, steps in e-business design, reversing the value chain, knowledge building. e-market models, direct B2B markets, coalitions.

Unit IV

Integrating supply chain management process: Definitions, components of e-supply chain, managing relations in e-supply chain, business and technology drivers, infrastructure, sales and distribution configuration.

Unit V

e-CRM: Enterprise architecture planning, lead time reduction, improved supplier performance. e-CRM process and their integration, e-banking, e-governance. e-Business Strategy into action, Challenges, e-Security, Cryptography, e-transition issues and Summary.

Section –B

Case and Problems

208: e-business Lab

Reports in the form of journal must be submitted by each student; based on the studies & observations carried out in the lab, on internet and on the sites of actual installations.

1. Study of different e-business models and their system configurations.
2. Study of e-selling processes.
3. Study of e-buying process.
4. Study of different supply chain management systems.
5. Study of web security systems and their configurations.
6. Study of different search engines and service providers.
7. Study of ERP system in functioning.
8. Study of e-governance.
9. Study of different e-business softwares available on the internet.

Suggested Reading:

01. Agrawal K.N.& Deeksha Agrawala, Business on the net: What's and How's of e-commerce, Mc Million New Delhi
02. Agrawal K.N.& Deeksha Agrawala, Business on the net: Bridge the online storefront, Mc Million New Delhi.
03. Diwan, Prag and Sunil Sharma, Electronic commerce- A Manager's guide to e-business, Vanity books international New Delhi.
04. Janal D.S., On line Marketing Handbook, Van Nostrand Reinhold, New York.
05. Kosir David, Understanding electronic commerce, Microsoft press, Washigton.
06. Monoli & Minol, Web Commerce Technology Handbook, Tata McGraw Hill, New Delhi.
07. Damier Amor – The E-business Evolution – HP Professional books.
08. Ravi Kalakota – A.B. Whinstan – Frontiers of Electronic commerce.
09. Albert Napier H, Rivers N Ollie, Wagner W Stuart and Napier JB (2008), **E-Business – Creating a Winning**, 2nd Edition, New Delhi, Cengage learning India Private Limited.
10. Murthy C S V (2009), **E-Commerce – Concepts, Models, Strategies**, Mumbai, Himalaya Publishing House.
11. Schneider, E-Commerce, Cengage Learning.
12. Rayudu C S (2008), E-Commerce – E-Business, Mumbai, Himalaya Publishing House.

13. Bharat Bhasker (2009), **Electronic Commerce – Framework, Technologies and Applications**, 3rd Edition, New Delhi, Tata McGraw Hill Publishing Company Limited.
14. Chaffey Dave (2009), **E-Business and E-Commerce Management**, 3rd Edition, New Delhi, Pearson Education.
15. Kamlesh K Bajaj and Debjani Nag (2005), **E-Commerce – The Cutting Edge of Business**, 2nd Edition, New Delhi, Tata McGraw Hill Publishing Company Limited.
16. David Whiteley (2009), **E-Commerce – Strategy, Technologies and Applications**, New Delhi, Tata McGraw Hill Publishing Company Limited.
17. Parag Diwan and Sunil Sharma (2005), **E-Commerce**, New Delhi, Excel Books.
18. Henry Chan, Raymond Lec, Tharam Dillon, Eligabeth Chang, - **E-Commerce, Fundamentals & Applications – John Wiley & Sons**.
19. Ravi Kalakota – **Frontiers of Electronic-Commerce**, Pearson Education.

University Examination 50 Marks
Total 50 Marks

M.B.A. II SEMESTER

Course No. 209

Paper No. – XVII

Course Name: **Comprehensive Viva:**

The performance of the student at comprehensive viva examination will be done by a panel of internal and external examiner. The candidate will be examined in the papers which he/she studied during semester 1st and semester 2nd. There will be no Internal assessment. The student will make an oral presentation before a panel of examiners. Internal examiner nominated by the Director of the institute and external examiner (to be appointed by director/principal of the institute form a panel proposed by Director and approved by the vice chancellor). The assessment of the report and its presentation will be jointly done by the internal and external examiner.

MBA III SEMESTER

University Examination 50 Marks
 Internal Assessment 50 Marks
 Total 100 Marks

Course No 301**Paper No. XVIII****BUSINESS POLICY AND STRATEGIC MANAGEMENT**

Objectives: The objective of the course is to equip the students with analytical tools for scanning the business environment in the dynamic era. The students will be benefited by acquiring new ways and means of developing strategic decision making skills.

Unit I Business policy- Evolution, meaning, concept and definition. Concept of Corporate Strategy, Importance of strategic management, Competitive advantages, Strategy planning & decisions, Strategic management process- Model-Vision-Mission, Business definition- Goals & Objectives- Balanced Scorecard approach to Objectives-setting – key performance indicators, Strategic Management different perspectives.

Unit II- Environmental and Organisational Appraisal

Appraising the Environment-Factors affecting Environmental Appraisal-Internal Environment-Organisational Resources-Synergistic Effects-Competencies-Organisational Capability Factors-Methods and Techniques used for Organisational Appraisal-Preparing the Organisational Capability Profile.

Unit III- Corporate-Level Strategies

Component of Strategy formulation, Ansoff's growth vector, BCG model, Porter's generic strategies, competitor analysis, Strategies dimensions and group mapping, Industry analysis, Strategies in industry evaluation, Fragmentation, maturity, and decline, competitive Strategy and corporate Strategy, Transnationalization of world economy, Managing cultural diversity, Global Entry strategies, Expansion-Stability-Retrenchment-Combination-Concentration-Integration-Diversification-Internationalisation, Strategies-Merger and Acquisition, Joint Venture, Disinvestment Strategies-Stability-Turnaround Strategies.

Unit IV Strategic Analysis, Choice and Implementation

Process of Strategic Choice-Strategic Analysis-Factors in Strategic Choice-Strategy Implementation—Project Implementation-Procedural Implementation-Resource Allocation-Structural Implementation-Functional Strategies

Unit V- Strategic Evaluation and Control

An Overview of Strategic Evaluation and Control-Strategic Control-Operational Control-Techniques of Strategic Evaluation and Control-Role of Organisational Systems in Evaluation.

Unit VI- Cases on the above Topics

Suggested Readings:

1. Azhar Kazmi -Strategic Management and Business Policy Tata McGraw Hill.
2. R.M.Srivastava -Management Policy and Strategic Management –Concepts, Skills and Practices- Himalaya Publishing House.
3. V.S. Ramaswamy Strategic Planning- Formulation of Corporate
4. S. Namakumari Strategy Text& Cases The Indian Concept Macmillan Business Books.
5. Thomas L. Wheelen- Concepts in Strategic Management and J. David Hunger Business Policy-Krish Rangarajan Pearson Education.
6. Ireland, Hoskisson, Strategic Management- Hitt Cengage Learning.
7. Subba Rao,P Business Policy and Strategic Management -Himalaya Publishing House.
8. John A Pearce II Richard B Robinson, Jr. Amita Mital- Strategic Management Formulation, Implementation and Control, Tata McGraw Hill.
9. R. Srinivasam- Strategic Management, Prentice Hall of India Pri.Ltd – Delhi.
10. Vipin Gupta, Kamala Gollakota - Business Policy and Strategic Management, Prentice Hall of India Pri.Ltd – Delhi.
11. VSP Rao V Harikrishna- Strategic Management, Excel Books.
12. C. Appa Rao, B. Parvathiswara Rao, K. Shivarama Krishna- Strategic Management and Business Policy, Excel Books.
13. Upendra Kachru- Strategic Management, Excel Books.
14. Charles W.L. Hill- An Integrated Approach to Strategic Management Cengage Learning India Edition.
15. George Johnson, Kevam Scholes, Richard Whittington- Exploring Corporate Strategy (Text & Cases), Pearson Education.
16. J. David Humger, Thomas L. Wheelen- Essentials of Strategic Management Prentice Hall of Indian Pri. Ltd- Delhi.
- 17.

Course No 302
Paper No. XIX
BUSINESS ENTREPRENEURSHIP & PROJECT MANAGEMENT

Objectives: At the end of the course the student will be able to explain the process of entrepreneurship and will develop an understanding about project management.

Unit I. Foundations of Entrepreneurship Development: Concept and Need of Entrepreneurship Development, Definitions of Entrepreneur, Entrepreneurship, Innovation, Invention, Creativity, Business Idea, Opportunities through change. Concepts of Entrepreneur, Manager, Entrepreneur / Corporate Entrepreneur – comparative study of Roles, Responsibilities, Career opportunities. Entrepreneurship as a career, Entrepreneurship as a style of management.

Unit II Creating Entrepreneurial Venture, Business process planning, Environmental analysis, Search and Scanning, Identifying problems and opportunities, Defining business idea, Basic Govt. procedure to be complied with.

Unit III. Entrepreneurship Development and Government :Role of Central Government and State Government in promoting Entrepreneurship with various incentives, subsidies, grants etc. – with special reference to ‘Export oriented unites’

Role of the following agencies in Entrepreneurship Development

1. DIC – District Industrial Center
2. SISI – Small Industries Services Institute
3. EDII – Entrepreneurship Development Institute of India
4. NIESBUD – National Institute of Entrepreneurship and Small Business Development
5. NEDB – National Entrepreneurship Development Board

Unit IV. Project Management: Concept, types of projects, project planning and management, Project life cycle, Technical, Financial, Marketing, Personnel and management feasibility.

Unit V. Project monitoring scheduling and control, project organization, project team management, project contracts, closing the project

Note: It is expected that student will prepare a project report on starting a new SSI Unit. This project report will carry 50 marks. This is part of Internal Assessment. For this paper no class test, tutorials/home assignments, seminar presentations will be conducted.

Suggested Readings:

1. Dynamics of Entrepreneurship Development – Vasant Desai.
2. Entrepreneurship: New Venture Creation – David H. Holt
3. Entrepreneurship Development New Venture Creation – Satish Taneja, S.L.Gupta
4. Project management – K. Nagarajan.
5. Entrepreneurship: Strategies and Resources – Marc J. Dollinger
7. Innovation and Entrepreneurship – Peter F. Drucker
14. Corporate Entrepreneurship – Vijay Sathe

Course No 303
Paper No. XX
MANAGERIAL COMMUNICATION

Objectives: The objective of this course is to impart communication skills amongst the students so that on completion of the course they will be equipped with communication skills.

Unit -I Communication in organizations : Definition – Communication and organizational communication – communication models – communication process – types – principles – Role of managers in business communication – Role of technology in contemporary communication process.

Unit –II. Communication Skills : Public speaking – Counseling, listening, interview – Basic principles of Journalism – Group communication – Group discussion – Seminars – symposia – paper presentation – Reporting – Basic principles for drafting business letters – Layouts – Circulars – Agenda – Minutes – Memo – Reports – Employment letters.

Unit –III. Organizational communication : Internal and External communication – Structural issues that effect communication – communication within basic organization structure – Advantages and Disadvantages of informal structure – The Grapevine communications between employees and Trade unions – communication to share holders and investing public – communications and Ethical actions in organizations.

Unit –IV. Communication for organizational effectiveness : Sources and Effects of conflict in communication – Approaches to managing conflict communications – organization design and conflict management – communication and Role conflict – Efficiency of organizational structure to reduce destructive effects of role conflict.

Unit –V. Organization with government and Other Public: Basic principles of public relations – Interaction with several public corporate image – Factors governing corporate image. Building and maintaining corporate image – Correspondence with insurance and banking companies, suppliers and agents – sales letters.

Suggested Reading :

1. Dalmar Fisher : Communication in Organizations Jaico Pub.
2. Lesikar, Pettit & Flatley : Lesikar's Basic Business Communication (TMH)
3. Jessmand Dows & William Ird : Functional Business Communication (TMH)
4. Chappan and Reed : Business Communications.
5. Laland Drown : Communication Facts & Ideas in Business.
6. N.H. Arthereya : Written Communications and Results.
7. Denna Murphy : Communication in Business and Industry.
8. Kaul : Business Communication.
9. Kaul : Effective Business Communication.
10. Ghanekar Anjali : Communication skill for Effective Management.

Course No 304
Paper No. XXI
INTERNATIONAL BUSINESS MANAGEMENT

Objectives: the objectives of this course is to provide understanding to the students about international business management. the students will benefit by acquiring new ways and means in working with international business environment.

Unit I. International Business Environment – Globalization – Forces, Meaning, dimensions and stages in Globalization – Introduction to theories of International Trade by Adam Smith, Ricardo and Ohlin & Heckler – Trading Environment of International Trade – Tariff and Non-tariff Barriers – Trade Blocks – Rise of new economies like Japan, South East Asia and China as compared to India.

Unit II. Country Risk Analysis – Political, Social and Economic – Cultural and Ethical practices – Halsteade model - Responsibilities of International Business.

Unit III. Managing Multinational Enterprises – Problems and Potential – Multinational. Service Organizations – Indian companies becoming Multinationals – Potential, Need and Problems

Unit IV Introduction to International Financial Management – Balance of Trade and Balance of Payment – International Monetary Fund, Asian Development Bank and World Bank – Financial Markets and Instruments – Introduction to Export and Import Finance – Methods of payment in International Trade - Introduction to current EXIM policy.

Unit V. Bilateral and Multilateral Trade Laws – General Agreement on Trade and Tariffs, (GATT), World Trade Organization – IPR, TRIPS, TRIMS, GATS – Ministerial Conferences.

Unit VI. International Marketing– Market selection – Barriers. Global sourcing and its impact on Indian Industry – Globalization and internal reform process – India's competitive advantage in industries like IT, Textiles, Gems & Jewellery etc. – Potential and threats

Unit VII. Case Studies on the above topics

Suggested Readings:

1. International Business Environment – Sundaram and Black
2. International Business Environment – Bhalla and Raju
3. International Financial Management – P.G.Apte
4. International Business – Francis Cherulinam
5. International Business – Rao and Rangachari
6. Export Management – Rathod
7. International Business – Rao and Rangachari
8. Global Business Today – Charles Hill

Course No 305 A
Paper No. XXII (A)
CONSUMER BEHAVIOR AND MARKETING RESEARCH

Objectives: the objectives of this course are to provide understanding to the students about buyer behavior in a holistic manner familiar with the advances in consumer research in deciphering buyer motivation, & behavior (pre-purchase, purchase and post-purchase), impact of social and cultural variables on consumption decisions equipped with frameworks to analyze consumers behavior and use them in designing marketing strategies and in enhancing the effectiveness of marketing programs.

Unit I. Consumer Behavior- Identifying the Customer and Classifying Customers. Key Determinants of Buyer Behavior and a Framework of Buyer Behavior- Attitudes, Motivation, Perception.

Unit II. Family Influences on Buyer Behavior- Reference Group, Opinion Leaders and Social Influences. Social Classes, Social Stratification And Buyer Behavior. Cultural Influences on Consumer Behavior.

Unit III. Individual Determinants of buyer behavior and Internal Processes- Understanding consumer motivation- consumer personality and self concept, learning , memory & behavior modification.

Unit IV. Formation and modification of consumer Attitudes- consumer decision process- pre-purchase issues.

Unit V. Introduction to Marketing Research- Nature and Scope of Marketing Research, Functions of Marketing Research, Manager-research relationship, Managing Marketing Research & Ethical issues.

Unit VI. Exploratory research design-Descriptive research design, application of casual research design, sample design. Sources and methods of collecting data, types of data, methods of collecting data, commercial survey, audits, survey research, instruments for respondents communication, experimentation and data collection errors. Measurement in marketing research- concept & scales of measurement, attitude and motivational research techniques, sampling and data analysis

Unit VII. Case Studies on the above topics

Suggested Readings:

1. Consumer Behavior – Suja Nair
2. Marketing Research – Luck and Wales
3. Marketing Management - Philip Kotler.
4. Marketing Research – Beri – Tata Mc Grawhill
5. Business research methods – Cooper – Tata Mc Grawhill
6. Research Methodology – Zigmond

Course No 306 A
Paper No. XXIII (A)
ADVERTISING, SALES PROMOTION, SALES & DISTRIBUTION
MANAGEMENT.

Objectives: To objective of this course is to develop understanding about advertising, sales promotion & to equip the students to understand sales & distribution Management. To pay special emphasis on the practicing manager's problems and dilemmas, to develop skills critical for generating, evaluating and selecting sales and distribution strategies.

Unit I Advertising Nature : Scope – Importance – Role of advertising in economic development – Social, Cultural and ethical dimensions of advertising. Recent trends advertising. Advertising Objectives – DAGMAR Approach. Organizing Advertising Department : Functions of Advertising Department and Advertising Manager.

Unit II Advertisement Copy: Advertising Agencies – Functions - Need – Selection and compensating advertising agencies – Advertising agencies in India: An overview. Personal selling: Concepts of Personal selling, Salesmanship and sales management – Theories of Selling – Salesmanship qualities – Steps in selling process – Contemporary issue in sales management.

Unit III Introduction to Sales and Distribution Management: Sales Management – Concept – Nature and Scope – Growth and Evolution of Sales Management – Contemporary issues in Sales Management - Distribution Management – Concept – Scope– Differences between Channels of Distribution and Physical Distribution – Linking of Sales and Distribution Management

Unit IV Personal Selling: Personal Selling – Qualities of Salesmanship, Theories of Selling – Steps in Selling Process – Personal Selling and Sales Promotion – Selling Function – Different steps in Buying Decision Process – Buying Situations – Sales Organization – Sales Department Functions – Sales Forecasting and Control – Sales Budgets – Sales Quotas and Budgets.

Unit V Sales Force Management Decisions – Recruitment – Selection – Training – Motivating – Compensating and Controlling of Sales Force. Managing Channels of

Distribution: Distribution Management – Need for Distribution Channels – Marketing Channels – Selecting Channels of Distribution - Channel Policies – Motivating Channel Members – Channel Dynamics – Channel Cooperation – Channel Conflict – Channel Competition.

Unit VI Case Studies on the above Topics.

Suggested Readings

1. Richard R. Still, Edward W. Cundiff, Norman A. : P. Govari -Sales Management, Decisions, Strategies and Cases.
2. Rutrell – Fundamentals of Selling, Mc. Graw Hill, Inc.
3. P.K. Saiu, K.C. Pant – Salesmanship and Sales Management,- Vikas Publishing House Pvt. Ltd. New Delhi
4. Vaswar Das Gupta – Sales Management in the Indian Perspective – Prentice Hall of India Ltd. New Delhi.
5. Krishna K. Havaladar and Others – Sales and Distribution Management, TATA Mcgraw.Hill Co.
6. Louis W. Stern and Ansar – Marketing Channels, Prientice Hall India.
7. Dr. Matin Khan – Sales and Distribution Management, Excel Books.
8. S.A. Chunawala – Sales and Distribution Management, Himalaya Publishing House.
9. Mark W Johnstan and Others. – Sales Force Management, TATA Mcgraw.Hill Co.
10. Spiro – Stanton Rich – Management of Sales Force, TATA Mcgraw.Hill Co.

Course No. 307

Paper No. – XXIV (A)

Elective: Marketing Management - III

RURAL & INDUSTRIAL MARKETING

Objectives: To study different concepts of Rural, Agricultural and Industrial Marketing.

Unit -I Rural Marketing : Concept and components – Characteristics of Rural Markets : Population – Infrastructure – Demand – Consumption Pattern – Incomes – Consumer Behavior – Changing Scenario of Rural Marketing in India. Problems areas and strategies for Rural Marketing : Transportation – Ware housing – Communications – Channels Management – Sales Force Management – Rural retail trade – Structure of retail outlets Problems – Public Distribution System in Rural areas – Managerial aspects – Policy on Rural PDS – Problem of Rural PDS- An overview of Marketing of rural industry products.

Unit –II Agricultural Marketing in India : Characteristics of agricultural produces – Importance of agricultural marketing – Defects in agricultural marketing systems – Measures to improve agricultural marketing in India. Rural periodic Markets in India – Location – Functionaries – Nature of merchandise – Management of periodic markets.

Unit –II Regulated Markets : Origin and growth – objectives Functions – Management Problems – Progress.

Unit –IV The Nature of Industrial Market : Understanding industrial markets – difference between industrial marketing and consumer marketing, industrial marketing in the global content. The industrial buying process and buyer segmentation, industrial buying behavior.

Unit –V Marketing Information Systems for Industrial Marketing : Strategic planning – assessing market opportunities and demand. Analysis- Industrial market segmentation - target marketing & positioning. Industrial product management and strategies.

Unit VI Case Studies on the above Topics.

Suggested Readings

1. Gopala Swamy : Rural Marketing – Environment, Problems and Strategies – A.H. Wheeler & Co., 1997.
2. Anjila Saxena and Other (Ed.) : Rural Marketing – Thrust and challenges – National Publishing House, Jaipur, 1997.
3. Rajagopa; Rural Marketing – Development Policy, Planning and Practice – Rawat Publications, Jaipur, 1998.
4. Neelameghams S. : Marketing in India; Cases & Reading, Vikas publishing House, New Delhi.
5. Ramaswamy N.S. and Nama Kumari : Marketing Management; Planning Implementation and Control – The Indian Context Macmillan India Ltd. New Delhi.
6. Jain C. : Principles and Principles and Practice of Agricultural Marketing and Policies, Vora & Co., New Delhi.
7. C.S. Krishanama Charyulu; Rural Marketing. Lalitha Ramakrishanan text and cases.
8. Industrial Marketing – Robert R. Reeder, Edward G. Brierty & Betty H. Reeder.
9. Business Marketing – Haynes
10. Business Marketing – Rangan
11. Industrial Marketing – Richmond M. Hill, Ralph S. Alexander & James S. Cross.

Course No 308 A
Paper No. XXV (A)
RETAIL MANAGEMENT

Objectives: To understand the basic concept of retailing and retail management.

Unit-I: Introduction to Retail Marketing Management

Retailing –Meaning –Importance of retailing – theories of structural changes in retailing- Different formats of retailing – Organised and unorganized retailing-Retailing environment-Retailing in India –Recent trends in retailing - Problems and Challenges of retailing

Unit-II: Retail Store Selection, Store Layout and Design

Types of store locations- Steps involved in store location – Principles elements of store design – Layout selection – important considerations in store selection and design

Unit-III: Retail Merchandise Management

Types of merchandise –Product range- Merchandise procurement- Process of merchandise procurement- Merchandise assortment plan – Category management- process of category management

Retail pricing –Factors effecting retail pricing –different approaches of retail pricing

Unit-IV: Retail Human Resource and Promotion Management

Overview of Human Resource in retail-recruitment, selection training,motivation and evaluation of performance of personnel

Need and importance of promotion mix in retailing – Retail promotion mix strategies – Visual display

Unit-V: Retail Customer Behaviour and CRM

Factors affecting customer buying behaviour- customer segmentation in retailing Customer loyalty- Customer relationship management in retailing–Retail Customer services

Unit VI Case Studies on the above Topics.

Suggested Readings:

1. Levy, Weitz and Pandit : Retailing Management:Tata McGraw Hills.
2. Chetan Bajaj, Rajan\ish Tuli and Nidhi V Srivastava, Retail Management, Oxford
3. Suja Nair : Retail Management: Himalaya
4. Barry Berman and Joel R Evans: Retail Management – A Strategic Approach:Pearson Edn
5. Lamba: Art of Retailing : Tata McGraw Hill
6. KVS Madan : Fundamentals of Retailing:Tata McGraw Hill
7. A Shiva Kumar : Retail Marketing: Excel Books
8. Gipson G Vedamani: Retail Management. JAICO publishing house.
9. Diamond – Retail Buying, Pearson Education.

Course No. 305

Paper No. – XXII (B)

Group – B: Financial Management (Elective)

I - SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Objective: The focus of Security Analysis is on how others analyze your company's securities on their own. Whereas, that of Portfolio Management is on how investors analyze your company's securities in comparison with other's on the security market. The course is designed with a view; To acquaint the students with the working of security market and principles of security analysis; and To develop the skills required for portfolio management so as to be able to judge the competitive position of firms in capital market and review the related business decisions.

Unit -I. Nature and Types of Investments: Investment: Nature, objectives, Process, Types and Media – Investment and Speculation Securities. Nature – Type and Characteristic – Securities Markets – Primary and Secondary Market – Stock Exchanges – BSE – NSE – OTCEI – Organization and Regulation.

Unit –II. Securities Analysis : Objectives of Securities Analysis – Fundamental analysis – Economy – Industry and Company Analysis – Technical Analysis – Dow Theory – Oscillators – Elliot Wage Theory – Efficient market theory.

Unit –III .Valuation of Securities: Valuation of Equity Shares and Preference Shares – Valuation of Debt Securities – Interest rate risk – default and purchase power risk – Firms Structure of Shares – Problems and Cases on valuation of common stocks and debt securities in different situation and Bond Yields and Durations. Common Stock analysis in intrinsic value estimation- (concept and problems) Enquiry research in India

Unit –IV. Technical Analysis and Efficient Market Hypothesis

Technical Analysis-Meaning-Fundamental and Technical Analysis-Market/Technical Indicators-Charting Techniques-Testing of Trading Rules-Evaluation of Technical Analysis-Elliot Wave Theory.

Unit V -Port Folio theory : Traditional Theory of Portfolio Management – Arbitrage Pricing theory – Modern theory of Portfolio Management – Morkowitz Risk Return Optimization – CAPM – Sharpe Portfolio Optimization – Portfolio Selection – Diversification – Efficient Frontier – Capital Market line (Problems & Cases). Portfolio

Performance Evaluation: Concept – objectives – Sharpe's – Treynor or and Jensen's
Portfolio Performance measures – Portfolio revision – Formula Plans (Problems and
cases)

Suggested Readings :

1. Fisher and Jordan : Securities Analysis and Portfolio Management Prentice Hall, India, New Delhi.
2. Sharpe, Alexander and Bailey : Investments, Edition, Prentice Hall, India, New Delhi.
3. Frederick Amiting : Investment, Prentice Hall, India, N.D. Management.
4. Graham & Dadd : Securities Analysis and Portfolio Management Mc. Graw Hill Com. New York.
5. Preeti Singh Investment Management, Himalaya Pub. Com. Bombay.
6. V.JK. Ball : Investment Management, S. Chand & Co. N. Delhi.
7. V.A. Avadhani ; Securities Analysis and Portfolio Management, Himalaya Publishing House, Bombay.

Course No. 306
Paper No. – XXIII (B)
Elective Financial Management
(Group – B)

II - FINANCIAL SERVICES MANAGEMENT

Objective: To focus on research, strategy and application specific to decision making in the highly competitive and rapidly growing services sector.

Unit –I. Indian Financial System : Organized and undiagnosed Capital and Money markets – Players and types of Financial Services – Funds based and fee based Financial Services – NBPCs and their services – Role of financial services in growth & Development of Indian Economy.

Unit –II. Merchant Banking : Nature Scope : Issue Management. Functions of Merchant Banker – SEBI and Merchant Banking in India. Leasing Concept – types – Leases Vs Borrowing.

Unit –III. Mutual Funds : Concept –types of funds, advantages SEBI and Regulation of Mutual funds – Evaluation of performance of Mutual Funds.

Unit –IV. Venture Capital : Nature and scope – Regulatory Framework – Venture Capital Investment Process – Evaluation Criteria – Limitations – Problems of Venture Capital Funds in India – Factoring concept – forms – Hire purchases – Consumer finance commercial paper – Concept – Features and implications (problems and cases)

Unit –V. Credit Rating : Concept of credit Rating – Types of credit rating – Credit rating and their Methodologies – Emerging avenues of Rating Services & Credit rating Agencies in India

Suggested Readings :

1. M.Y. Khan ; Financial Services, TATA Mc Graw Hill publishers, New Delhi.
2. V.A. Avadhani ; Marketing, of Financial Services, Himalaya publishing House, Mumbai.
3. Deodhar and Abhyankar : Indian Financial System, Himalaya Publishing House, Mumbai.
4. Machi Rajio : Indian Financial System : Vikas Publishing House, New Delhi.

Course No 307 (B)
Paper No. XXIV (B)
STRATEGIC FINANCIAL MANAGEMENT

Objective: The modern industrial or service firm must conduct its business in a rapidly changing and highly competitive environment. A premium is placed on the ability to react quickly and correctly to constantly changing market conditions. The objective of the course is to make student aware of the strategic decisions to be undertaken to familiarize with finance function.

Unit-I: Introduction Strategic Financial Planning – Corporate Strategy for Growth – Regulatory Framework – Rights Issue – Value of Right – Initial Public Offer – Private Placement – Venture Capital.

Unit-II: Capital Structure Planning – Estimating Financial Requirements – Understanding Debt – Debt Securitization – Syndicatisation – Debt Policy – Pecking Theory Hypothesis – EBIT-EPS Analysis Indifference Point – Levered Beta – Unlevered Beta (Simple Problems).

Unit-III Corporate Acquisitions – Types of Acquisitions – Mergers – Reasons – Merits and Demerits – Exchange Ratio – Dilution and Accretion of Earnings – Evaluation of Mergers and Takeovers – Consolidated Balance Sheet (Simple Problems).

Unit-IV Corporate Valuation – Approaches – Estimating Equity Free Cash Flows – Valuation based on EFCF – DCF – (Simple Problems) Value Based management – Economic Value Added Approach.

Unit-V Corporate Restructuring and Reengineering Changing Ownership – Spin-off – Split-off – Leveraged Buyout – Financial Restructuring – Buy Back of Shares – Problems in Implementing Corporate Restructuring Policies – (Theory only).

Suggested Readings:

1. Prasanna Chandra – Financial Management, Tata McGrawhill Book Co. Ltd. 4th Edn.
2. Aswath Damodaran – Corporate Finance Wiley India 2nd Edn.
3. Shridan Titman, John DMartin, V. Ravi Anushuman – Valuation Analyzing Global Opportunities, Pearson Education 1st Edn.
4. J. Fred Weston, Kwang SC Hung, Susan E. Hoag Mergers – Restructuring and Corporate Control, Prentice Hall, India, 2007.
5. Glen Arnold, Mohan Kumar – Corporate Financial Management, 3rd Edn. Pearson Education.
6. Jonathan Berk Peter DeMarzo – Financial Management Pearson Education, 1st End. 2007.
7. R. Srivastava – Financial Management and Policy, Himalaya Publishing House, 4th Edn. 2009.

Course no. : 308 (B)
Paper No -XXV (B)

FINANCIAL DERIVATIVES

Objective: The course aims to develop an understanding of the importance of financial derivatives and the institutional structure of the markets on which they are traded as well as developing the analytical tools necessary to price such instruments. The course will have three main parts: First, the most commonly traded derivative instruments will be introduced, and their role in the modern capital markets, in particular for risk management, explained both from a theoretical as well as practical point of view. Second, there will be discussion on the institutional structure of the markets, on which such instruments are traded. Third, the pricing of the derivatives instruments and the risk characteristics of derivatives will be discussed.

Unit-I: Derivatives – Introduction – Evolution – Signification and functions – Types - Financial and Commoditize – Players in Derivatives Market – Trading and types of Orders – Settlement Procedure – Clearing House – Mark-to-Market – SPAN Margin System.

Unit-II: Forward & Future Contracts – Concept – Features – Forward Contract Types – Forward Rate Agreements – Forward Trading Mechanism – Forwards Vs. Futures – Future Contracts – Types – Evolution of Futures Market – Players in future market – Functions – Trading Mechanism – Specifications of future contracts – Pricing of futures- Yielding no income, known income, known dividend – Hedging with futures and forwards (Problems)

Unit-III: Options – Concepts – Options Vs. Futures – Types – Trading with options – Basic principles – Strategies involving options – Hedging with options – Currency options.

Unit-IV: Valuation of Options – Factors determining option value – Binomial Option Pricing Model-single period and two periods – Black-Scholes Option Pricing Model-non dividend and dividend paying strategies – The Greeks of Black Scholes Model.

Unit-V: Financial Derivative Market in India – Recommendations of L.C. Gupta Committee on derivatives – Trading Mechanism at NSE and BSE – Eligibility of stocks – Regulation of Trading System – J.R. Verma Committee Report on Regulation of derivatives in Indian Stock Market.

Suggested Readings:

1. S.L.Gupta: Financial Derivatives-Theory, Concepts and Problems, Prentice-Hall of India Pvt. Ltd., new Delhi, 2008
2. David A. Dubofsky & Thomas W. Miller, JR: Derivatives-Valuation and Risk Management, Oxford University Press
3. John C. Hull: Options, Futures, and Other Derivatives, Pearson Education, Seventh Edition.
4. G.Kotreshwar: Risk Management-Insurance and Derivatives, Himalaya Publishing House, Mumbai, 2007
5. Somanathan T.V: Derivatives, Tata McGraw-Hill Publishing Co.Ltd., New Delhi,2008
6. Rene Stulz: Risk management and Derivatives, Cengage Learning, 2006
7. S.S.S.Kumar: Financial Derivatives, PHI Learning Pvt. Ltd., New Delhi, 2008
8. D.C. Patwari & Anshul Bhargava: Options & Futures, Jaico Publishing House,Mumbai
9. N.R.Parasuraman: Fundamentals of Financial Derivatives, Wiley India Pvt. Ltd.
10. Jayanth Rama Varma: Derivatives and Risk management, Tata McGraw-Hill Publishing Company Ltd., New Delhi.

Course no. : 305 (C)
Paper No -XXII (C)

I. HUMAN RESOURCE PLANING

Objectives: To understand the purpose, process and applications of Human Resource Planning in the context of different organizational strategies. To create a critical appreciation and knowledge of understanding the determinants of Human Resource requirements. And the means for meeting those requirements. To create practical awareness about the current trends in Human Resource Planning in global companies.

Section A

Unit I: Introduction- definition and concept of HRP, benefits, process. HRP components.

Unit II: HR planning and corporate strategies- HR planning as a strategies process- employees as resource-goal attainment, linking HR process to strategy, involvement in strategic planning process, strategic HR planning model, staffing system.

Unit III: Job analysis- meaning and definition, job analysis process, techniques of job analysis, methods and practice of job analysis, competency based approach.

Unit IV: HR Forecasting- Forecasting manpower needs, the forecasting process, inventorying available talent, projecting future talent supply, forecasting staffing requirements. Index analysis-expert forecasts-delphi technique-nominal group technique- HR budget and staffing table, scenario forecasting, regression analysis.

Unit V: Career planning and succession management- definition, concepts, stages of career development process and organizational HR policies, carrier Anchors-stages of growth and career, career processes succession management process and Management development programmes, objectives of MDP's, job rotation, Auditing MDP's management development methods, challenges of succession management, Replacement analysis.

Unit VI: Case Studies on the above Topics.

Suggested Readings:

1. P.L. Rao - International Human Resource Management – Text and Cases Excel Books- New Delhi
2. K. Aswathappa - International Human Resource Management Sadhna Dash Text and Cases Tata McGraw Hill Publishing Company Ltd
3. P. Subba Rao - International Human Resource Management Himalaya Publishing House
4. Peter J. Dowling - International Human Resource Management
5. Dr. Nilanjam Sengupta- International Human Resource Management Excel Books, New Delhi
6. Sujata Mangalai - Globalization and Human Resource Management, Excel Books
7. Charles M. Vance - Managing a Global Workforce (-challenges and opportunities in IHRM) PHI-Private Ltd, New Delhi - 2007
8. Wendell L. French - Human Resource Management

Course no. : 306 (C)
Paper No -XXIII (C)

II. HUMAN RESOURCE TRAINING AND DEVELOPMENT

Objectives: The purpose of this paper is to provide an in-depth understanding of the role of training in the HRD and to enable the course participants to manage the training system and processes.

Section A

Unit I: Introduction to Training & Development- Training & Training needs Assessment, Training design and Administration, Training methods, Techniques & Aids, Training Strategy.

Unit II: Performance Appraisal & Training- Learning through training , Adult learning (Andragogy), Learning theories and learning curve, learning styles.

Unit III: Training process- An overview; Role responsibility and challenges to Training Managers, Organization and Management of Training function, Training needs Assessment and Action Research, Instruction objectives and lesson planning, learning process, Training climate and pedagogy, Developing Training Modules.

Unit IV: Trainer & Training Institution- Trainers profile, types of Training institution, Trainer as a change Agent. MDP and EDPs.

Unit V: Evaluation of Training- Training evaluation & ROI, Trainer of Training, Measurement tools & technique, Feedback Mechanism.

Unit VI: Training Methods and Techniques- Facilities planning and Training Aids; Organizing the Training department, Controlling Training, Training communication; Training Evaluation; Training & Development in India

Unit VII: Case studies on above.

Suggested Readings:

1. T.V. Rao Human Resources Development-Experiences- Interventions Strategies
Sage Publication, New Delhi
2. Kalgani Mohanty Human Resource Development Organisational effectiveness
Excel Books- 2009
3. Topomay Deh Human Resource Management Theory & Practice
Ane Books India-2006
4. R. Krishnaveni Human Resource Development a Researcher's perspective
Excel Books- 2009

Course No. 307 C
Paper No. – XXIV (C)
Elective : Human Resource Management
Group – C:

Management of Industrial Relations & Employment Laws

Objectives: To understand the Basic concept Management of industrial relations & employment laws.

Unit I. Industrial Relations : Basic concept & Philosophy of Industrial Relations – Historical background – Evolution & growth of Industrial Relations in India – Structure & framework of Industrial Relations – Factors influencing Industrial Relations in India.

Unit II. Industrial Disputes : Collective Bargaining, Trade unions, Employee Grievances and Discipline.

Unit III. Trade Unions Act, 1926: Objectives of the act, definitions, coverage, registration & recognition of Trade Unions. Industrial Employment (Standing Orders) Act, 1946: Various issues pertaining to employment standing orders. Industrial Disputes Act, 1947: Machinery available for settling for grievance handling, penalty, strike lockout, layoff, retrenchment etc.

The Payment of Bonus Act, 1965: Computation of gross benefit and available surplus disqualification for bonus, set on and set off allocable surplus, reference of disputes under the act, penalty special provision with respect to payment of bonus linked with production of productivity.

Unit IV Employees Provident Funds (and Misc. Provisions) Act, 1952 : Exempted establishments, employee family pension scheme, employee's deposit linked insurance scheme, Mode of Recovery of Money due from employees, protection against attachment, priority of payment of contribution over other debts, employer not to reduce wages etc., liability in case of transfer of establishment. Workman's Compensation Act, 1923: Objective of the Act Definitions, Dependant Employer, Wages, Workmen, Workmen's Compensation (Employer's Liability for compensation, amount of compensation, Procedure for compensation)

Unit V Employee's State Insurance Act, 1948:

Contributions, administrative arrangements, Benefits (Sickness Benefit, Maternity Benefit, Disablement Benefit, Dependants Benefit, medical Benefit, Funeral Benefit, Prescribed Specification for Entitlement Administration of Disablement Benefit), Provision of Medical Treatment by State Government, Penalties. Minimum Wages Act, 1948: Definition, all provisions of the act. Payment of Wages Act, 1936: Definition, scope and provision of the act.

The Contract Labor Regulation and Abolition Act: Definition, scope and provision of the act.

Factories Act, 1948: Definition, scope and provision of the act. Shops & Establishment Act: Ethical issues & Laws at Work Places.

Unit VI Case and Problems on above topic

Suggested Readings:

1. Introduction to Psychology by Atkinson.
2. Human resource Management & Human relations – V.P. Michael.
3. Personnel Management & Industrial Relations – C.B. Memoria.
4. Industrial Relations – Monappa.
5. Dynamics of Industrial Relations in India – C.B. Memoria & Memoria.

Course No. 308 C

Paper No. – XXV (C)

Elective : Human Resource Management

Group – C :

LEADERSHIP SKILLS AND CHANGE MANAGEMENT

Objectives: The course will let the student understand the impact and importance of becoming a leader, effective leadership behavior and styles. Understanding the change, its role and implementation.

Section A

Unit I: The nature and importance of leadership: The meaning of leadership – leadership as a partnership – leadership vs. management – the Impact of leadership on organizational performance – leadership roles – the satisfactions and frustrations of being a leader. Traits, Motives, and characteristics of leaders: Personality traits of effective leaders' leadership motives-cognitive factors and leadership.

Unit II: Effective leadership behaviour and attitudes: task-related attitudes and behaviours – relationship-oriented attitudes and behaviours – super leadership: leading others to lead themselves – 360-degree feedback for fine-tuning leadership approach.

Unit III: Leadership styles: the leadership continuum: classical leadership styles – the boss-centered vs. employee-centered leadership continuum – the autocratic participative free rein continuum- the leadership grid styles – the entrepreneurial leadership style – gender differences in leadership style – selecting the best leadership style.

Unit IV: Developing teamwork: team leadership vs. solo leadership – advantages and disadvantages of group work and team work – the leaders role in the team-based organization-leader behaviour and attitude the foster teamwork.

Leadership development, succession and the future: development through self-awareness and self-discipline – leadership development programmes.

Unit V: Understanding change: nature of change – forces of change – perspective on change: contingency perspective – population ecology perspective institutional perspective – resource-dependence perspective

Unit VI: Types of change: continuous change – discontinuous change – participative change – directive change. Implementing change: assemble a change management team – establish a new direction for change – prepare the organization for change – set up change teams to implement change – align structure, systems and resources to support change – identify and to remove road blocks to change – absorb change into the culture of the organization

Unit VII: Case studies and Problems.

Suggesting Reading:

1. Making sense of change management - Esther Cameron, Mike Green
2. Creative leadership: skills that drive change - Gerard J. Puccio, Mary Murdock, Marie Mance
3. Leading change - John P. Kotter
4. Change the Way You Lead Change: Leadership Strategies that REALLY Work - David M. Herold, Donald B. Fedor

Course No. 305 D

Paper No. – XXII (D)

Elective: Information Systems

I. STRUCTURED SYSTEM ANALYSIS & DESIGN

Objective: The course will enable the student to have the insight of the systems concept through the analysis and design. The course will also help him understand the systems implementation and scheduling.

Unit-I Assuming the role of the systems analyst- Types of systems – Integrating Technologies for system- Need for systems Analysis and Design- Role of the system Analyst- System Development life cycle- using case tools-Upper and Lower case- Object oriented systems- Analysis and Design-Agile approach and other alternative methodologies.

Unit-II Understanding organizational style and its impact on information systems- organizations as systems – Depicting systems graphically – Use cage modelling – Levels of Management – Organisational culture

Unit-III Project Management – Project initiation- Determining Feasibility – Activity planning and control- Computer-based project Scheduling- Function point Analysis- Managing Analysis and Design activities- Agile Development.

Unit-IV Information Gathering-Interactive methods-Interviewing-Joint Application Design-Using Questionnaires-Sampling-Investigation-Observing a Decision making behaviour

Unit V Agile modeling and prototyping- prototyping – Developing prototype – user’s Role in prototyping Rapid application development – Agile modeling comparing agile modeling and structured methods

Suggested Readings:

1. System Analysis and Design by Kendall Kendall (seventh edition)
2. Analysis & Design of information systems by James A. Sen (second edition)
3. Sodzinger Jackson Burd: Systems Analysis & Design.

Course No. 306 D

Paper No. – XXIII (D)

Elective: Information Systems

Group – D:

II Software Engineering and Management.

Objective: To understand the concept of Management of Software projects

Unit-I Introduction to Software engineering – Evolving role of Software – changing nature of Software – Legal Software – Software myths- A generic view of process- Software engineering – a layered technology-A Process Framework-CMMI-Process Patterns- A process Assessment –personal and team process models – Process Technology – Product and process.

Unit-II Process models- perspective models- waterfall model – incremental process models- evolutionary process model- specialized process model – Unified process. An agile view of process- agility – Agile process – Agile process models

Unit-III Software engineering practice - communication practice- planning practices – modeling practices- construction practice- deployment- system engineering – computer-based system- system engineering hierarchy- Business process engineering- product engineering – system modeling

Unit-IV Requirement engineering – Requirement engineering tasks- Initiating Requirement engineering process- Eliciting Requirements- Developing user care- Building Analysis model- Negotiating Requirements- Validating requirements

Unit-V Building the analysis model- Requirement analysis – Analysis modeling Approaches – Data Modeling concepts- Object oriented analysis- Scenario Based Analysis- Flow oriented modeling- Clan Based modeling- Creating Behavioral Model.

Suggested Readings:

1. Roger s. Prenman -Software Engineering A Practitioner’s Appr

Course No. 307 D
Paper No. – XXIV (D)
Elective: Information Systems
Group – D: Database Management System

Objective: This course has been designed to introduce the participants with applications of systems designed to manage the data resources of organizations. It provides the participants an opportunity to study the hands-on implementation of a data base in corporate environment.

Section-A

Unit 1: File System and Databases: Introducing the database – files and file systems – database systems – introduction to database models – data base models and internet. The Relational Database Model: A Logical view of data – keys – integrity rules – relational database operators – relationships within the relational database – data redundancy indexes.

Unit 2: Entity Relationship Modeling: Basic Modeling Concepts – degrees of data abstraction – entity relationship model – converting an E-R Model into a database structure. Normalization: Database tables and normalization – normalization and data base design Higher level normal forms – Denormalization.

Unit 3: Structured query language: SELECT Statement – distinct clause – handling of null values – ORDER BY clause, WHERE clause – relational operators – logical operators (AND, OR, NOT), SQL Operators – (BETWEEN, AND, IN, LIKE) – numeric functions – string functions – date functions – conversion functions – GROUP BY clause – group functions – HAVING clause – joining tables – SET Operators (UNION, INTERSECTION, MINUS) – Sub queries.

Unit 4: Distributed database management system: Evolution – distributed processing and distributed databases – distributed database management systems – DDBMS Components – levels of data and process distribution.

Unit 5: Client server systems: Client/server systems – need – evolution – managerial expectations – client/server architecture styles – client/server implementation issues – backend database connection – to front end application like Visual Basic.

Unit 6: Object oriented databases: Object oriented concepts – features of an object oriented DBMS – How object orientation affects database design – Advantages and disadvantages of OODBMS. Web based databases

Unit 7: Database security and administration: Database security – access control – GRANT, REVOKE – GRANT, REVOKE on views and integrity constraint – data as a corporate asset – the evolution of database administration function – The DBA's managerial role.

Suggested Readings:

1. James Perry T and Joseph, G. Lateer: Understanding Oracle, BP
2. Abbey and Corey, Oracle: A Beginners Guide, Tata MC Graw Hill
3. Gerald V. Post: Data Base Management Systems- Designing and Business Application, Tata Mc Graw Hill.
4. McFadden: Database Management System, Addison Wesley.

Course No. 308 D**Paper No. – XXV (D)****Elective: Information Systems****Group – D: MANAGEMENT SUPPORT SYSTEMS.**

Objective: This course introduces students to the use of computer-based systems in support of managerial decision making in organizations. Topics include: evolution of management support systems; decision making and decision makers; modeling; development of DSS; data-, and model-management in DSS; organizational DSS; EIS; GDSS; data warehousing and mining; integration and implementation issues.

Unit 1: Overview of management support systems. Decision making and decision makers. Introduction to decision support systems. Decision modeling Overview of DSS software. Spreadsheet modeling. Modeling with Visual DSS. Development of DSS.

Unit 2: Introduction to Data warehousing and development process: concept, why, framework-options-developing. The business driven approach-requirements management control-development life cycle-development methodologies.

Unit 3: Data warehousing applications: CRM, SCM, Banking sector, insurance sector.

Group decision support systems. Enterprise/Executive information systems
Implementation, integration & impacts of MSS

Suggested Readings:

1. Robert Schultheis and Mary Summer, Management Information Systems-The Manager's View, Tata McGraw Hill, 2008.
2. Kenneth C Laudon and Jane P Laudon, Management Information Systems- Managing the Digital Firm, Pearson Education, 2009.
3. Murthy, CSV, Management Information Systems- Text & Applications, Himalaya Publishing House, 2009.
4. Gordon B. Davis, Magrethe H. Olson, Management Information Systems, Conceptual Foundations Development, Tata McGraw Hill, 2008.

M.B.A. Semester – IV

University Examinations 50 Marks

Internal Assessment 50 Marks

Total 100 Marks

Course No. 401**Paper No. – XXVI****OPERATIONS RESEARCH**

Objective: The objective of the course is to equip the student with basic quantitative tools required to perform the role as a manager. This will enable him to do analytical evaluation and arrive at logical conclusions & inferences to the decisions.

Unit -I Operations Research: Concept and significance of operations research; Evolution of operations research; Steps in designing operations research studies; Operations research models.

Unit-II Linear Programming Problem (LPP): Meaning, Assumptions, and characteristics of LPP- Business Application of Linear Programming Technique- Formulation of LPP- Solution by Graphic method -simplex method- concept of Dual.

Unit-III Introduction to Other Types of Programming : Goal programming ; Integer programming; Dynamic programming ; Non-linear programming (introductory only), Markov chains.

Unit-IV Queuing Theory , queuing system. Arrival Process, Service system- queue structure, Operating Characteristics of queuing system- Basic concepts in queuing theory, Queuing models; (1)Poisson, exponential, single server model infinite population (2) Poisson, exponential, single server model finite population (3) Poisson exponential multiple server model (4) Erlang's Method.

Unit –V Decision Theory Anatomy of Decision theory- Decision models; Probabilistic Decision models; Maximum Likelihood Rule- Expected Payoff Criterion-competitive Decision Models; Maximin, Minimax, savage, Hurwicz, Laplace Decision Models.

Unit -VI Simulation of Management Systems : Meaning and Process of Simulation, Application of simulation techniques; Monte – Carlo Approach, Random number generation, Waiting line Simulation Model, Inventory Simulation Model, Advantages & Limitations of Simulation.

Unit –VII Net-Work Analysis: Introduction to PERT and CPM; Application areas of PERT and CPM.

Suggested Readings:

1. Agarwal, J.D. and Sagarika Ghosh : Quantitative Techniques for Financial Analysis, Indian Institute of Finance, New Delhi.
2. Billy, E. Gillett: Introduction to Operations Research – A Computer Oriented Algorithmic Approach, Tata McGraw Hill Publishing Ltd. New Delhi.
3. Lucey, T: Quantitative Techniques, D.P. Publication, London.
4. Sharma, K.R.: Quantitative Techniques and Operations Research : Kalyani Publication, Ludhiana.
5. Tata, Hamdy A : Operations Research – An Introduction, Prentice Hall, Delhi.
6. Vazsonyi, Andrew and Herbert F. Spriner : Quantitative Analysis for Business, Prentice Hall, New Delhi.
7. Vohra, N.D: Quantitative Techniques in Management, Tata McGraw Hill, New Delhi.
8. Wagner, H.M. : Principles of Operations Research, Prentice Hall, Delhi.
9. Watsman, Terry J. and Parramor Keith: Quantitative Methods in Finance, International Thompson Business Press.
10. Sharma SC, Sehenoy GV, Srivastava VK: Quantitative Techniques for Managerial Decision Making; Wiley Western Ltd. New Delhi.

M.B.A. Semester - IV

University Examinations 50 Marks

Internal Assessment 50 Marks

Total 100 Marks

Course No. 402**Paper No. – XXVI****Corporate Governance, Business Ethics & Ethos.**

Objective: This course aims at helping students think about some of the important ethical Implications of the day-to-day happenings and practices of Indian industry and business. It is designed to stimulate discussion and debate rather than to formulate principles, and to raise further questions rather than to dictate answers. The following objectives are underlined: To improve ethical reasoning by correlating moral concepts to business practices - clarification of the values that determine managerial behaviour, To understand Indian Ethos & Values is an important feature of this paper.

Unit I Corporate Governance, concept, History & Development significance in Indian context, corporate social responsibility, Role of Board of Directors, Effects of Corporate Governance

Unit II Business Ethics: Nature, scope and purpose of ethics; Relevance of values; Importance of Ethics & moral standards; Ethics & Moral Decision Making. Corporate Social Responsibility: Nature, scope & Importance; Corporate Governance: Concept, Importance for Industry; Ethical Issues related with Advertisements, Finance, Investment, Technology; Secular versus Spiritual Values in Management; Work ethics: concept of *Swadhrama*.

Unit III Gandhian approach in Management & Trusteeship: Gandhiji's doctrine of Satya & Ahinsa, Concept, importance & relevance of Trusteeship principle in modern business. **Indian Ethos:** Need, purpose & relevance of Indian Ethos; Salient features (Brain Stilling, Total Quality Mind, Intuition, Intellectual rational brain V/s Holistic-Spiritual Brain, Holistic Approach for Managers in Decision Making); Relevance of Bhagvad Gita: Doctrine of Karma i.e *Nishkama Karmayoga*, *Guna* Theory (SRT i.e. *Sat, Raj & Tam* Model), Theory of *Sanskaras*, Bhagvad Gita & Self Management.

Unit IV Case studies on the above topics.

Suggested Readings:

1. Corporate Governance- A Question of Ethics- Surender Kumar (2000), Galgotia Publishing co.
2. Leadership and Corporate Governance- A V. Vedpuriswar (2002), ICFAI University Press.

M.B.A. Semester - IV

University Examinations 50 Marks

Internal Assessment 50 Marks

Total 100 Marks

Course No. 403**Paper No. – XXVIII****MANAGEMENT INFORMATION SYSTEM**

Objectives: This course introduces students to the use of computer-based systems in support of managerial decision making in organizations.

Unit-I: Management Information system, Need, Purpose and objectives- contemporary approaches to MIS – Information as a strategic resources- use of information for competitive advantage- capital MIS as an instrument for the organizational change.

Unit-II: Information Management and Decision Making:

Model of Decision Making – Classical, administrative and Herbert Simon’s Models, Attributes of Information & its relevant to decision making – Types of Information.

Unit-III: Information Technology: Definition, IT Capabilities and their organizational impact – Telecommunication and Networks – Types and Topologies of Networks – IT in enabled Services such as call Centers, Geographical Information System etc.

Unit-IV: Data Base Management System: Data warehousing and Data mining.

Unit-V: Systems Analysis and Design: System Development Life Cycle – Alternative Systems Building Approaches – Proto Typing Development Strategies-Structured Analysis - Prototyping- Rapid Developing Tools – CASE Tools –Object oriented systems (only introduction to these tools and techniques).

Unit-VI: Decision Support System: Group Support System – Executive Information Systems - Executive Support Systems – Experts Systems and Knowledge based Experts Systems – Artificial Intelligence.

Unit-VII: Management Issues in MIS: Information Security and controls- Quality assurance – Ethical and Social Dimension – Intellectual Property Rights as related to IT services/ IT products – Managing Global Information Systems.

M.I.S. Lab:

Applications of MIS in functional areas as well as in the service sector should be covered with the help of minimum Five Case Studies. Emphasis should be given on management oriented problems and cases.

Guidelines for conducting the Practical

- Experiment should be of conceptual & study type.
- Experiment must be designed & developed keeping in mind that the applications are to be evaluated in terms of their merits and demerits.
- The experiments may be designed to suggest innovative ideas and creative information systems for the industry and business needs.
- Exhaustive list of the experiments/ practicals should be prepared by the concerned teacher with reference to the local needs which should be declared at the beginning of the term.

Suggestive list of Experiments:

1. Study of different data names, attributes, records and data types that are used by an organization in their MIS.
2. Study of information flow, data flow and document flow system in an academic organization.
3. Preparation of the database structure for a service industry such as Bank, insurance, Gas agency, Hospitals, Hotel etc. Create the table using any software tool.
4. Design an executive information system (block diagram) for a small scale organization such as dairy, shopping mall etc.
5. Study and evaluation of the security provisions that are implemented in the information system by an organization.
6. Application of Herbert Simon's model for an organization MIS.
7. Study of various types of information such as 'Qualitative', 'Quantitative', 'Evaluative', 'Programmable', 'Processed' information etc.
8. Study of various CASE tools available.
9. Study of computer network set up and the infrastructure of an organization.
10. Design a plan for a small System development life cycle for a small business unit.
11. Study of a MIS implemented in an organization with reference to the managerial advantages.

Suggested Readings:

1. Management Information Systems-Laudon 7th Edition, Pearson Education , Asia.
2. Management Information Systems, Jawadekar Tata McGraw Hill.
3. Management Information Systems, Davis and Olson, Tata McGraw Hill.
4. Management Information Systems, Jayant Oke.

M.B.A. Semester - IV

University Examinations 50 Marks

Internal Assessment 50 Marks

Total 100 Marks

Course No. 404(A)**Paper No. – XXIX (A)****LOGISTICS AND SUPPLY CHAIN MANAGEMENT**

Objective: To give students an understanding that the problems and issues within the respective fields of logistics are invariably complex, and require clear reasoning and analysis, in order to derive an appropriate course of action. To incorporate and learn the critical elements of Logistics and Supply Chain Management processes.

Unit I: Logistics Management: Logistics as a part of SCM, Logistics costs, different models, Logistics sub-system, inbound and outbound Logistics, bullwhip effect in logistics outbound Logistics – distribution and warehousing management.

Unit II: Introduction: Basic Concept & Philosophy of Supply Chain Management, essential features, infrastructure, flows (cash, value and information), Key issues in SCM, benefits and case examples.

Unit III: Inventory Management: Concept, various costs associated with inventory, various EOQ models, buffer stock (trade off between stock out/ working capital costs), lead time reduction, re-order level fixation, exercises- numerical problem solving, ABC Analysis, SDE/VED Analysis.

Unit IV: Purchasing and Vendor management: Centralized and Decentralized purchasing functions of purchase department and purchase policies. Use of mathematical model for vendor rating/ evaluation, single vendor concept, management of stores, accounting for materials, Just-In-Time & Kanvan System of Inventory management.

Unit V: Recent Issues in SCM: Role of Computer/ IT in supply Chain Management, CRM Vs SCM, Benchmarking- concept, features and implementation, Outsourcing- basic concept, value addition in SCM- concept of demand chain management.

Unit VI: Case studies on the above topics.

Suggested Readings:

1. G. Raghuram (I.I.M.A.) - Logistics and Supply Chain Management Macmillan, 2000.
2. Emiko Bonafield- Harnessing Value in the Supply Chain, Johnwiley: Singapore, 1999.
3. Dr. Gopal Krishnan – Material Management rearew, 2002 Pearson New Delhi.
4. R.G. Koragaonkar – JIT Manufacturing.
5. B.S. Sahay, Macmillan- Supply Chain Management, 2000.

M.B.A. Semester - IV

University Examinations 50 Marks

Internal Assessment 50 Marks

Total 100 Marks

Course No. 405(A)**Paper No. – XXX (A)****Electives I: Marketing Management.****PRODUCT & BRAND MANAGEMENT**

Objectives: To help the students appreciate the relationship between Corporate Strategy and Product and Brand Management. To equip the students with the various dimensions of product management such as product-line decisions, product platform and product life cycle. To provide a framework to understand the new product development process, the organizational structures for new product development and product management functions within an organization. To explore the various issues related to Brand Management and to enhance the understanding and appreciation of this important intangible strategic asset including brand associations, brand identity, brand architecture, leveraging brand assets, brand portfolio management etc.

Unit I: Introduction to Product Management and market management: - What is Product & Product - Service Continuum, Individual Product Decisions, Product attributes, Product and product Lives, Special issues in Product Management - Product Life cycle & Strategy, Product Differentiation, New Product development. Orientation in the product & market management-FMCG companies, companies catering to industrial markets.

Unit II: Understanding product manager's role and nature of markets: product-market-profit-coordination-forecasting-planning at corporate-divisional and product levels-the product manager's role in organization, new product development, training field force, financial analysis, legal aspects and understanding competitive strategies for decision making.

Unit III: Introduction to Brand Management and Crafting of Brand Elements. Consumer Brand Knowledge. Brand Identity, Personality and Brand Associations. Managing Brand Architecture and Brand Portfolios. Corporate Branding and Tools for Building Brand Equity. Leveraging Brand Equity. Measurement of Brand Equity.

Unit IV: Brand as a Concept - Value & Significance of Brand, Brand Name, Symbol & Slogan, Brand Strategic Decision, Line Expensing & Brand Extension

Unit V: Promotion; Concept of Brand Equity & Association - Brand Loyalty; Awareness, Creating and Managing Brand Equity, Selecting, Creating and Maintain Associate.

Unit VI: Case studies on the above topics.

Suggested Readings:

1. Ramanuj Mazumdar – Product Management in India –PHI Learning –New Delhi –2009
2. Harsh V Verma - Brand Management –Text and Cases –Excel Books –New Delhi–2008
3. Michael Baker and Susan Hart –Product Strategy and Management –Pearson Education
New Delhi –2009
4. Donald R Lehman –Product Management –Tata McGraw Hill Pvt Ltd –New Delhi –2005
5. S.A.Chunawalla –Product Management –Himalaya Publishing House –New Delhi –2009
6. U C Mathur – Product and Brand Management –Excel Books –New Delhi -2007
7. Karl T Ulrich and Steven D Eppinger –Product Design and Development –Tata McGraw
Hill Pvt. Ltd –New Delhi –2009
8. Tapan K Panda –Building Brands –Excel Books –New Delhi –2009
9. S.A.Chunawalla - Compendium of Brand Management -Himalaya Publishing House -New
Delhi – 2009

M.B.A. Semester - IV

University Examinations 50 Marks

Internal Assessment 50 Marks

Total 100 Marks

Course No. 406(A)**Paper No. – XXXI (A)****Electives I: Marketing Management.****SERVICES & RELATIONSHIP MARKETING**

Objectives: Planning and implementing the marketing strategy for service products requires a different sort of approach, which is different from the traditional goods marketing. The objective of this course is to acquaint the students to the uniqueness of the services characteristics and its marketing implications. The intent of the course is to discuss measure and analyze several facets in the area of services marketing essential for the success of a service sector firm.

Unit I: Introduction to Service Marketing - Understanding Service, The Nature of Service Marketing, Classification of service. Strategic Issues in Services Marketing - Market Segmentation & Targeting; Individualized Service and Mass Customization, Differentiation and Positioning of Services; Steps in developing a positioning strategy, Developing and maintaining demand & capacity Challenges of service marketing

Unit II: Service marketing - specific Industries, Tourism, Travel, Transportation service marketing, financial services; Education & Professional service, Telecom & Courier, Media Service

Unit III Relationship Marketing- RM in industrial markets and consumer markets, services.- **Key concepts in relationship marketing concepts:** Characteristics of relationships –promise – trust – commitment – satisfaction – quality - Service competition -customer value – customer defections - customer loyalty – loyalty programs. **Planning for relationship marketing:** Internal marketing – communication – Cooperation – network view of the firm – The six markets framework - partnering to build customer relationships - learning organization – customer culture.

Unit IV Customer lifetime value: Customer life cycle – attracting – retaining and growing customers – lifetime customer value (LCV) - Customer equity – Recency-Frequency Monetary value (RFM) model. Customer – product profitability analysis – value profit chain –differences between customer retention and acquisition orientation of a firm. IT enabled RM: Emergence of CRM – database marketing – data warehousing and data mining- pitfalls of IT focus in RM – ethical issues – customer privacy. (

Unit V Sustaining Customer Relationships: The role of service in building relationships, segmentation of service, measurement of service - Monitoring of customer satisfaction - Analyzing customer defections

Unit VI Case studies on the above topics.

Suggested Readings:

1. Marketing Strategy - Boyd Walker, Mullins Larrech, TMGH
2. Strategic Marketing Management - David Aaker
3. Principles of Marketing - Philip Kotler, Gary Armstrong
4. Handbook of Relationship Marketing - Jagdish Sheth, Atul Parvatiyar
5. Leading Through Relationship Marketing- Richard Batterley
6. Relationship Marketing - S.Shajahan, TMGH, 1st ed., 2006 reprint.
7. Customer relationship Management - Sheth, Parvatiyar, Shainesh
8. For contemporary case studies students should refer to the periodicals and journals.
9. Ravi Shankar – Services Marketing, Excel Marketing.
10. Love Lock Christopher H. – Services Marketing, Prentices Hall of India.
11. Philip Kotler & Clarke N Robert – Marketing for Health Care Organizations.
12. Rajendra & Nargundkar – Services Marketing, TATA Mc graw. Hill. Co.
13. Ziethman & Others – Services Marketing, Pearson Education.
14. Zaa – Servicing Marketing, Himalaya Publishing House.
15. K. Douglas Hoffman & Others – Essentials of Services Marketing, Thomson.
16. Thina Harrison, Financial Services Marketing, Pearson Education.
17. Ram Mohan – Services Marketing, TATA Mc.graw Hill. Co. 10)Venugopal, Services Marketing, Himalaya Publishing House.
18. Verma – Services Marketing, Pearson Education.

M.B.A. Semester - IV

University Examinations 50 Marks

Internal Assessment 50 Marks

Total 100 Marks

Course No. 407(A)**Paper No. – XXXI****Electives I: Marketing Management.****GLOBAL MARKETING**

Objectives: To understand all about Global Marketing. Global Environment & Global Marketing Programme.

Unit-1: Global Marketing – Concepts – Key Concepts – Evolution of Global Marketing – Drivers towards Globalization – Global Marketing objectives – Theoretical Foundations – Country Specific Advantages – Firm Specific Advantages – Rivalry between Global Competitors.

Unit-II: Global Marketing Environment – Economic Environment – Political and Legal Environment – Cultural Environment – Analyzing Global Marketing Environment.

Unit-III: Global Market Selection and Entry Strategies – Assessing Global Market Opportunities – Country Attractiveness – Understanding Local Customers – Multinational Market Regions – Global Segmentation and Positioning – Global Mature Markets – Growth Markets – Emerging Markets.

Unit-IV: Global Marketing Strategies – Global Products and Services – Standardization Vs Localization – Global Product Lines – Global Brand Management – Global Pricing – Financial Issues – Transfer Pricing – Counter Trade – Global Pricing Policies.

Unit-V: Global Promotion Strategies – Promotion as Competitive Advantage – Pros and Cons of Global Advertising – Global Advertising Decisions – Global Sales Promotion – Direct Marketing – Global Personal Selling – Global Distribution – Rationalizing Local Channels – Global Logistics – Global Channel Design.

Unit VI Case studies on the above topics.

Suggested Readings:

1. Johnny K. Johansson – Global Marketing – Foreign Entry, Local Marketing and Global Management – Tata McGraw Hill Pvt. Ltd. New Delhi, 2008.
2. Kate Gillespie, Jean Pierre Jeannet, H. David Hennessey – International Marketing – Cengage Learning – New Delhi-2009.
3. Philip R Cateora, John L Graham, Prashat Salwan – International Marketing – Tata McGraw Hill, New Delhi-2009.
4. P.K.Vasudeva – International Marketing – Excel Books – New Delhi, 2006.
5. Sak Onkvist, John J Shaw – International Marketing – Analysis and Strategy – PHI Learning Pvt. Ltd. New Delhi, 2009.

6. Michael R Czinkota, IIKka ARonkainen – International – Cengage Learning India Pvt. Ltd. New Delhi, 2008.
7. Masaaki Kotabhe, Antony Peloso, Gary Gregory, Gary Noble, Wayne Macarthur, Cathy Neal, Andreas Riege, Kristian Nelsen – International Marketing – An Asia Pacific Focus – Wiley India Pvt. Ltd. New Delhi, 2008.
8. Francies Cherunilam – International Marketing, Himalaya Publishing House.
9. Albaum – International Marketing & Export Management, Pearson Education.

M.B.A. Semester - IV

University Examinations 50 Marks
Internal Assessment 50 Marks
Total 100 Marks

Course No. 404(B)**Paper No. – XXIX (B)****DISASTER MANAGEMENT**

Objectives: To give students an understanding that the problems and issues about Disaster Management.

Unit –I Meaning, Nature, Importance, Dimensions & Scope of Disaster Management.

Unit –II Types of disasters & its effects/ damages – Natural.

- a. Unpredictable – Earthquake, Volcano, Landslides.
- b. Predictable – Cyclone, Draughts.
- c. Manmade – Industrial, Economic, Social environmental, Ecological.
- d. Partially predicable – Floods, Landslides.
- e. Causes of disasters.

Unit –III Factors affecting damage – types, scale population, social status, habitation pattern, physiology and climate.

Unit –IV Factors affecting mitigation measures, prediction, preparation, communication, area and accessibility, population, physiology and climate.

Unit –V Planning for Disaster management:

Prediction : Technological development, monitoring network, development of expertise / manpower. Preparation : Material – Relief required – sources of relief, modes and means of transport – Medical facility, communication network – Radio – T.V. – Telephones – Wireless. Physiological : Preparation of manpower, awareness of damages – Perception, reaction time. Authority: Hierarchy – Set up – direction of communication

Unit-VI Case studies on the above topics.

Suggested Readings:

1. Disaster management – S.K. Singh, S.C. Kundu, Shobha Singh A-119, William Publications, New Delhi.
2. Workshop on Disaster Management – 6th May to 8th May 1995, Earthquake rehabilitation call, government of Maharashtra.

M.B.A. Semester - IV

University Examinations 50 Marks
Internal Assessment 50 Marks
Total 100 Marks

Course No. 405(B)**Paper No. – XXIX****Electives II- (B) FINANCIAL MANAGEMENT.****BANKING SERVICES OPERATION**

Objective: The objective of the course is to develop the skills required for understanding India's most challenging and important financial services sector. Banking services operation will enable the management student to have an insight to the banking sector and how it works.

Unit I. Indian financial system: the financial system – nature – evolution and structure – the functions of financial intermediaries – financial instruments – the role of financial system in economic development – the Indian financial system.

Unit II Deposit products: types of bank deposits, computation of interest on deposits, deposit schemes, composition of bank deposits. **Credit policy:** Need for credit policy, credit policy components of credit policy, credit policy pursued by the government, credit culture.

Unit III Retail banking: basics of retail banking, forms of retail banking and emerging issues. **Corporate banking:** The nature of corporate banking, developments in corporate banking, consortium finance, multiple banking arrangements, and loan syndication.

Unit IV Rural banking and Micro finance: sources of rural finance, credit delivery mechanism in rural finance to co-operative agricultural and rural development banks (CARDB) – regional rural banks (RRBS), service area approach (SAA) – National Bank for Agriculture and Rural Development (NABARD), microfinance.

Unit V Follow up and recovery: NPAs, classification, securitization, SARFAESI Act etc. Securitization: meaning of securitization, process of securitization.

Unit VI Fee-based services: the fee-based services of banks, letter of credits, bank guarantees, subsidiary services, off balance sheet activities, bancassurance.

Unit VII Introduction to banking operations: the changing nature of banking operations, importance of customer relationship management in banks – different types of products and services offered to customers – role of technology in banking operations – the need for Asset-Liability Management. **Introduction to electronic banking:** electronic banking: market assessment, e-banking: an introduction, internet: e-commerce, e-banking in India, internet banking strategies, risks in e-banking. : Payment and settlement systems, RTGS and clearing house:

Suggested Readings:

1. Bhole L.M. & Jitendra Mahakud: Financial Institutions and markets, Tata McGraw-Hill Education Private Ltd., new Delhi
2. Bharati V. Pathak: The Indian Financial System – markets, Institutions and Services, Pearson Education Pvt. Ltd., new Delhi.
3. Srivastava R.M. & Divya Nigam: Management of Indian Financial Institutions, Himalaya Publishing House, Delhi.
4. Clifford Gomez: financial Markets, Institutions and Financial Services, Prentice Hall of India Pvt. Ltd. New Delhi.
5. Guruswamy.S: Financial markets and Institutions Tata McGraw-Hill Education Pvt. Ltd.
6. Vasant Desai: The Indian Financial System and Development, Himalaya Publishing House, Mumbai, 2009.
7. Jeff Madura: Financial markets and Institutions, Cengage Learning, 2006
8. Frederic S. Mishkin & Stanley G. Eakins: Financial Markets and Institutions, Pearson Education.

M.B.A. Semester - IV

University Examinations 50 Marks
Internal Assessment 50 Marks
Total 100 Marks

Course No. 406(B)**Paper No. – XXX****Electives II - FINANCIAL MANAGEMENT.****BUSINESS TAXATION (CORPORATE INCOME TAX AND PLANNING).**

Objective: The course aims to develop an understanding of the importance of Tax Planning & Tax Management.

UNIT – I: Direct and Indirect Taxes — Significance of corporate taxation - Basic Concepts and definitions – Residential Status and Scope of Total Income of a Company – Classification of companies for tax purpose – Incomes exempt from tax applicable to company.

UNIT – II: Assessment of Companies- **(i)**- Computation of Income from House Property – Income from Business – Capital Gains – Other Sources (Problems)

UNIT- III: Assessment of Companies- **(ii)** - Set-off and Carry forward of losses – Deductions from GTI u/s.80 applicable to companies — Computation of Total Income and Tax Liability (problems). – New Provisions of MAT.

UNIT – IV: Wealth Tax – Scheme of wealth tax – Valuation Date, Net Wealth, Assets for wealth tax purpose, Deemed Assets, Exempted Assets applicable to companies – Computation of wealth tax liability of Corporate Assessee.

UNIT – V: Tax Planning: Meaning and Scope of Tax Planning and Tax Management – Tax Evasion vs. Tax Avoidance – Special Provisions relating to Avoidance of Tax – Tax Planning with reference to Financial Management Decisions-Capital Structure decision – Dividend – Bonus shares – Personnel compensation plans.- Tax Planning in respect of Mergers and Amalgamations - Tax consideration in setting up New Industrial Undertaking – Tax planning in respect of Export Promotion – Capital Gains Investments – Tax planning and foreign collaborations.

Note: Provisions of Law shall be applicable that exists immediately one year preceding the year of examinations.

Suggested Readings:

1. Gaur and Narang: Income Tax Law and Practice, Kalyani Publishers, New Delhi.
2. B.B.Lal & N. Vashisht: Direct Taxes, Pearson Education.
3. H.C. Meherotra- Income Tax Law and Practice- Sahitya Bhavan, Agra.

M.B.A. Semester - IV

University Examinations 50 Marks
 Internal Assessment 50 Marks
 Total 100 Marks

Course No. 407(B)**Paper No. – XXXI****Elective II – B- FINANCIAL MANAGEMENT.****International Financial Management**

Objective: The new economic environment has changed the total concept of business in the country. Financial markets of the world are increasingly integrating. Financial opportunities have increased manifold across markets. Almost all products and services face global competition. To introduce the environment of international finance and its implications on international business. To analyze the nature and functioning of foreign exchange markets, determination of exchange rates and interest rates & their forecasting.

UNIT – 1: International Financial System: Meaning, scope and significance of International Finance. International Financial System – Components and environment. Finance function in global context – International Monetary System – fixed and floating systems – Balance of Payments (BOP). International Financial Institutions – World Bank – IMF – ADB

UNIT – II: Foreign Exchange Market: Players and components, functions – Foreign Exchange Rates – Spot – Forward and Cross Rates. Theories of determining foreign exchange rate – International Parity condition. Indian Foreign Currency Market – Foreign Exchange Management Act (FEMA) – Recent development (Problems and cases).

UNIT – III: Management of Foreign Exchange Risk: Meaning and types of risk – Management of Translation, Transaction, and economic exposure. Tools, Techniques and Hedging strategies for foreign exchange risk management (Problems and cases)

UNIT – IV: International Monetary System: Forwards, Swaps, and interest rate futures. European Monetary markets, Asian Currency Markets, GDRs, ADRs, Blocked Accounts, Dealing position, Speculation and leveraged arbitrage (problems)

UNIT – V: Financial Management of Multinational Firm – Foreign Capital Budgeting Decisions – Cash Flow Management – Tax and Accounting implications of International activities (Simple Problems).

Suggested Readings:

1. APTE P.G: International Financial Management, Tata McGraw-Hill Company Pvt. Ltd., New Delhi.
2. Madhu Vij: International Financial Management, Excel Books, New Delhi.2003.
3. Machiraju,H.R, International Financial Management, Himalaya Publishing House.
4. Alan C. Shapiro: Multinational Financial Management, Wiley India Pvt. Ltd.,New Delhi.
5. Ephraim Clark: International Financial Management, Cengage Publications, Delhi.

6. Cheol S.Eun & Bruce G. Resnick: International Financial Management, Tata McGraw-Hill Company Pvt. Ltd., New Delhi.
7. Eiteman – Multinational Business Finance, Pearson Education.

M.B.A. Semester - IV

University Examinations 50 Marks

Internal Assessment 50 Marks

Total 100 Marks

Course No. 404(C)**Paper No. – XXIX (C)****MANAGEMENT OF SMALL ENTERPRISES**

Objective: The objective of the course is to enable the student to familiarize with the Management of Small Enterprises.

Unit – I Entrepreneur and entrepreneurship Policy and

1 Entrepreneurship: Small Scale Enterprises (SSE) to Ms – 93 Introduction Institutional Infrastructure

2 Entrepreneurial Competencies For small

3 Institutional Interface Enterprises Entrepreneurial competencies

Unit – II Establishing small scale enterprises

4 Opportunities scanning – choice of enterprise

5 Market assessments for SSE

6 Choice of Technology and selection of site

Unit – III Small scale enterprises – getting organized

7 financing the new/small enterprise

8 preparation of the Business plan

9 ownership structure and organization framework

Unit – IV Operating the small scale enterprise

10 financial management issues in SSE

11 operations Management issues in SSE

12 Marketing Management issues in SSE

13 Organizational relations in SSE

Unit –IV Performance Appraisal and Growth Strategies

14 Management Performance Lessons Growth and Assessment and control from Stabilization

15 Strategies for stabilization and successful strategies Growth

16 Managing family Enterprises

Unit V Case studies on the above topics.**Suggested Readings:**

1- Small Business Management Fundamentals, Dan Stein off, McGraw hill, Kogakusha, International Student ED 1978

2. Management of a small scale industry, Vasant Desai, Himalaya Publishing House, 1982

M.B.A. Semester - IV

University Examinations 50 Marks

Internal Assessment 50 Marks

Total 100 Marks

Course No. 405(C)**Paper No. – XXX****Elective: III- Human Resource Management****Performance Management & Retention Strategies.**

Objectives: The objective of this paper is to introduce the basic concept of performance management and to widen the knowledge of the students in selecting and implementing the various performance measurement methods for better designing of reward system associated with it.

Unit I Performance Appraisal – A Conceptual Framework, Concept & Definitions of performance appraisal, Objectives of performance appraisal: Process of performance appraisal, Performance Appraisal vs. Performance Management System, Concept of performance management, Process & elements Of performance management.

Unit II Behavioral Performance Management - Learning Theories; Principles of Learning: Reinforcement and Punishment, Role of Organizational Reward Systems, Behavioral Performance Management or OB Mod.

Unit III Potential Appraisal & HRD - Meaning & objectives of Potential Appraisal, Potential Appraisal & Performance Appraisal, Concept of HRD; Objectives and challenges of HRD, D Mechanisms and HRD outcomes.

Unit IV Performance Planning & Measuring Performance - Meaning & need or Performance Planning, Planning Individual Performance, Principles of Measurement.; Classification of Performance Measures, Measurement issues; Approaches & tools to measure organizational performance, Traditional and modern performance appraisal methods

Unit V Competency Analysis and Competency Mapping - Meaning of competency, Competency Analysis and Approaches to competency Analysis, Competency mapping ; Need development and assessment of competency models, Competency and performance, Tools to identify the competencies of the employees

Unit VI Case studies on the above topics.

Suggested Readings:

6. Sujata Mangalal - Globalization and Human Resource Management Excel Books
7. Charles M. Vance - Managing a Global Workforce (-challenges and opportunities in IHRM) PHI-Private Ltd, New Delhi - 2007
8. Wendell L. French - Human Resource Management Houghton Mifflin USA
9. Edwards - International HRM, Pearson Education.

M.B.A. Semester - IV

University Examinations 50 Marks

Internal Assessment 50 Marks

Total 100 Marks

Course No. 406(C)**Paper No. – XXXI****Elective Group – C- Human Resource Management****Strategic Human Resource Management**

Objectives: The purpose of this course is to Understand Strategic HRM, Aligning HR systems with business strategy, Strategy formulation, Strategies for performance and development with knowledge of global economy factors. The score card approach is also gaining its importance.

Unit-I: The Framework of SHRM -Definition – Importance – components of HRM strategy – models of strategy –Contribution of HR in formulating and implementation of business strategy – Methods of structuring HR Department in organizations – Linkage between strategic business planning (SBP) and strategic HR development (SHRD) – HR contribution to organizational learning – competency mapping – building the core competencies –Avoiding conflicting HR systems in designing the congruent and integrated HR systems: Trade – offs – Knowledge based HR management strategy.

Unit-II: HR Environment Scanning -Technology and organizational structure – environment turbulence, adaptation –environmental scanning and competitive intelligence – influence on HR information system –management of diversity – Trends in utilization of HR, relocation of work – Employee leasing- Global sourcing of labour –The influence of organizational purpose, mission and top management team –The impact of organization design and learning

Unit-III: HR Strategy Formulation - Strategic planning – Multinational Strategies – Strategic alliance – Sustainable global competitive advantage –Assessment of strategic alternatives – Managerial issues in strategic formulation – Importance and methods of forecasting the supply of HR – Key HR activities in Mergers and Acquisition (M & A) – Ensuring alignment – Ensuring strategic flexibility for the future – An investment perspective of Human Resources – HR investment consideration.

Unit-IV: HR Strategy Implementation -Implementation of Human resource and reallocation decisions – Cross training and flexibility in assigning work – Using work teams –Strategically oriented performance measurement system – Strategically oriented compensation systems –Improving the quality of performance measures - Results oriented vs. Process oriented measures – Individual best practices and systems best practices – Universal practices vs. Contingency perspective – practices for evolution of high performance HR systems

Unit-V: HR Strategy Evaluation - HR evaluation process – Overview– Scope – Strategic impact – Level of analysis – Criteria – Level of constituents – Ethical dimensions – Approaches to evaluation – Audit approach – Analytical approach – Quantitative and Qualitative measures – Outcome process criteria - Balanced score card perspective – Bench marking – Evaluating strategic contribution of traditional areas such as selection, training, compensation – Evaluating strategic contribution in emerging areas such as management of diversity and quality readiness.

Unit VI Case studies on the above topics.

Suggested Readings:

1. Jeffray A. Mello, Strategic Human Resource Management, Cengage Learning Indian Pvt. Ltd., New Delhi, 2008.
2. Richard Regis, Strategic Human Resource Management and Development, Excel Books, New Delhi, 2008.
3. Charles R. Greer, Strategic Human Resource Management – A General Managerial Approach, Second Edition, Pearson Education Asia, 2007.
4. Monica. Belcourt and Kenneth J. Mc Bey, Strategic Human Resource Planning (Second Edition), Cengage Learning India Pvt. Ltd. New Delhi, 2008.
5. R. Srinivasan, Strategic Management – The Indian Context, Prentice Hall of India Pvt. Ltd., New Delhi, 2002.
6. R. Venugopal, Contemporary Strategic Management, Vikas Publishing House Pvt. Ltd., 2000.
7. Shaun Tyson, Strategic Prospects in HRM, Jaico Publishing House, 2001.
8. Gangaram Singh, R. Nandagopal and R.G. Priyaadarshini, Strategic Human Resource Management in a Global Economy, Excel Books, 2007.

M.B.A. Semester - IV

University Examinations 50 Marks

Internal Assessment 50 Marks

Total 100 Marks

Course No. 405(C)**Paper No. – XXXII****Elective: III- C- Human Resource Management****International Human Resource Management**

Objectives: The purpose of this course is to Understand International HRM, Basics of IHRM, The Functional Aspects of IHRM, IHRM Practices in Selected Countries, Special Issues in IHRM and Model.

Unit-I: Basics of IHRM

Importance - Definition, Nature, Scope and components of IHRM Strategy, Functions, Objectives, Problems – IHRM-compared with domestic HRM- Growing interest in IHRM -Three Dimensions of IHRM activities- functional positioning and organizational context of IHRM- Approaches to the study of employment policy across countries.

Unit-II: The Functional Aspects of IHRM -Process in IHRM-Staffing patterns of the International Managers/ - Approaches to multinational staffing Decisions- Selection Criteria and Technologies- Competencies needed for Global Managers – Transfer policies- Expatriate Failures - cultural awareness programmes-objectives and key components of International compensation- Emerging Issues in Global Compensation Management- Performance Management of Expatriates-Study of Different Models .

Unit-III: IHRM Practices in Selected Countries -The American Model of HR Management- Recent Trends in HR Development in USA- The British model of HR Management- Training & Development with in a total model from learning to knowledge – Japanese style of HR Management- Implications for managers- Reward system access cultures- Motivational system across culture- German Model of HR Management – The main features of the work values in Germany - Chinese model of HR Management- The two way classification of workers and cadres – Chinese work values.

Unit-IV: IHRM Model of India -Culture and Indian Managers- Indian Managers- Responses to HR practices across the world-Implication for multinationals – MNCs skill based approach and staff training and Development priority – The global managers and future organizations - India's Response to Universalization of HR Principles, Policies and Practices – Cross- Convergence.

Unit-V: Special Issues in IHRM -Challenges of Globalization and implications of Managing people and leveraging Human Resources for competitive advantage – Impact of Information Technology on Human Resource Management- Human side of Technology- The New knowledge economy, IT and HR- out sourcing HR- Globalization, Quality of Work life and productivity- Reorienting work force through HR Interventions – Women expatriates and their problems – Exit policy and practices – Impact on participative Management and Quality circles

Unit VI Case studies on the above topics.

Suggested Readings:

1. P.L. Rao - International Human Resource Management – Text and Cases Excel Books- New Delhi
2. K. Aswathappa - International Human Resource Management Sadhna Dash Text and Cases Tata McGraw Hill Publishing Company Ltd
3. P. Subba Rao - International Human Resource Management Himalaya Publishing House
4. Peter J. Dowling - International Human Resource Management Denice E. Welch 4th Edition, Thomson Learning USA
5. Dr. Nilanjam Sengupta- International Human Resource Management Excel Books, New Delhi
6. Sujata Mangalai - Globalization and Human Resource Management Excel Books
7. Charles M. Vance - Managing a Global Workforce (-challenges and opportunities in IHRM) PHI-Private Ltd, New Delhi - 2007
8. Wendell L. French - Human Resource Management Houghton Mifflin USA
9. Edwards - International HRM, Pearson Education.

M.B.A. Semester - IV

University Examinations 50 Marks

Internal Assessment 50 Marks

Total 100 Marks

Course No. 405(D)**Paper No. – XXIX****Elective: IV - D- Information Systems****Strategic Management of Information Technology**

Objective: This course is aimed at developing an understanding of use of Information Technology as a Strategic Tool for Business Management. The course focuses on development of Information Technology Leadership.

Unit I Key Issues in Information system & Management, the Role of CEO. Analytical Framework for Strategic IT Initiatives.

Unit II Sustaining Competitive Advantage of use of IT & Management. I.T. & Intensive Strategic Growth.

Unit III Creative Learning, Organizational Learning and Role of Information technology in Business Transformation.

Unit IV Information Partnerships. Managing in the Market space- National Information Infrastructure and IT Policy at the National Level. Planning for strategic IT Resource. Managing the IT.

Suggested Readings:

1. Management Information System: Jawadekar
2. Management Information System: Laudon & Laudon
3. The Essential Guide to Knowledge management: Amrit Tiwana

M.B.A. Semester - IV

University Examinations 50 Marks

Internal Assessment 50 Marks

Total 100 Marks

Course No. 405(D)**Paper No. – XXX****Elective: IV - D- Information Systems****Emerging Trends in Information Technology**

Objective: This course is aimed at developing an understanding of use of Information Technology & Emerging Trends in Information Technology as a Strategic Tool for Business Management. The course focuses on development of Information Technology

Unit I Overview of an E – Commerce -Internet, Intranet, Extranet, Definition, Goals of E- Commerce- Difference between E-Commerce and E- Business -Models of E-Commerce- Limitations and Advantages of E-Commerce

Unit II E-Banking:-Transactions: Inter Banking, Intra Banking, Electronic Payments, (Payment –Gateway Example)- Securities in E-banking (SSL, Digital Signatures – Examples)- Services Provided: -ATM, Smart Card- ECS (Electronic Clearing System) e.g. Telephone, Electricity Bills

Unit III E- Security- Firewalls, Electronic Market / e- shop, Introduction to security, Types of Securities, Security Tools, Network Security

Unit IV CRM: Sales, Marketing and Service Management, What is BPO/BCP, Why it is required, Guidelines, Merits/De-Merits, Call Center – brief perspective technology wise, Functioning, Ethics, Disaster Recovery Management, Case Study

Unit V Content Management and Disseminations:

E-learning – Models WBT, CBT, Virtual Campus, LMS & LCMS, Video Conferencing, Chatting Bulletin, Building Online Community, Asynchronous/Synchronous Learning, Case Study

Unit VI- E – Logistics: Logistics & Supplier Chain Management, Warehousing Management, Transportation/Distribution Management

Unit VII- E – Governance: E –Governance Models: (G2B, G2C, C2G, G2G), Challenges to E – Governance, Strategies and tactics for implementation of E – Governance Case Study

Unit VIII Knowledge management: What is KM? (Components and Type of Knowledge), Knowledge Building Models, KM Cycle & KM architecture, KM tools, KM approaches

Unit IX-GIS/GPS: What is GIS?, Nature of Geographic data, Spatial Objects & Data Models, Getting map on Computers, GIS standards & Standardization Process of GIS development, Implementation and Deployment phases

Suggested Reading:-

1. Management Information System: Jawadekar
2. Management Information System: Laudon & Laudon
3. The Essential Guide to Knowledge management: Amrit Tiwana
4. The GIS Book: George B. Karte.
5. Internet (Use of Search Engines Google & yahoo etc)
6. E – Commerce: Milind Oka
7. E – Commerce: C.V.S. Murty
8. Fire Wall and Internet Security: William Cheswick, Stevens, Aviel Rubin
9. E-Governance Case Studies – Ashok Agarwal

M.B.A. Semester - IV

University Examinations 50 Marks

Internal Assessment 50 Marks

Total 100 Marks

Course No. 405(D)**Paper No. – XXXI****Elective: IV - D- Information Systems****Information Systems Audit & Control**

Objective: This course is aimed at developing an understanding of Information Systems Audit & Control. The course focuses on development of Information Technology

Unit I - Auditing Concepts.

Unit II- ISA - Need, Concept, Standards, Performance, Steps, Techniques, Methodologies - Around and Through Computer

Unit III- Controls - Concept, Objectives, Types, Risk, Exposures

Unit IV-IT Environment – Hardware, System Software, O.S., DBMS, Infrastructure, Network, documentation - Review of Performance

Unit V-Network Concepts, LAN, WAN, Client-Server-Architecture, Internet, DEI, Email, Encryption, Digital Signature - Review of Performance, procurement and other controls

Unit VI-Software Procurement and Development - SDLC - Meaning and IS Auditor's Role - Traditional, SSAD, OOM, Prototyping, 4GL - Project Management - Testing - Implementation Review

Unit VII- IS Operations - Planning, Organizing, Scheduling, SCM, Problems Management, Record Maintenance, QA and QC, Review and Controls

Unit VIII- Controls - Input, Process, Validation, Output, Logical Access, Physical Access, Database, Network, Environment, BCP

Unit IX- Evidence collection, Evaluation and Reporting Methodologies

Unit X- IT Strategies and Management - Organizational structures, Long Term and Short Term Plans, Steering and Other Committees, HR Policies, Segregation of duties.

Unit XI – IT Crimes, Viruses, Security, Privacy Issues

Unit XII -Broad introduction to concepts and practice of E-Commerce and Legal Framework for E-Commerce

Suggested Reading:-

1. EDP Auditing Conceptual Foundations and Practices - Ron Weber
2. Auditing in a Computerized Environment - Mohan Bhatia
3. Latest CISA Review Manual by ISACA, USA

M.B.A. Semester – IV

University Examinations 50 Marks
Internal Assessment 50 Marks
Total 100 Marks

Course No. 408**Paper No. – XXXII****Group- A/B/C/D.****PROJECT REPORT AND VIVA VOCE**

**(Project Report Based On Marketing/ Financial/HRM/Information System
Management)**

(Practical training and Project work)

Objectives: To make MBA Students aware of the industrial environment by self experience, in plant training is essential.

- 1) For this every student shall have to under go practical training of six weeks in a private / public / government / semi – government, large size business organization during vacation at the end of the second semester.
- 2) A candidate will be admitted to the III semester provided he / she has undergone practical training. He / she should submit a certificate to this effect to the University Dept. /School/ College/ Institute.
- 3) The candidate shall after completion of the practical training submit either an observation report or a detailed project report (based on the in plant training) in area of proposed specialization.
- 4) If a student is submitting an observation report, the conditions are as follows :
 - a) Observation report should be submitted at the end of IV semester.
 - b) Candidate should carry out a survey project during IV semester. The project topic should be approved and finalized by the guide. The survey work should be related to the area of specialization. The survey report (project report) should be submitted at the end of IV semester.
- 5) A Student not submitting observation report but the desires of submitting a project report based on in plant training should follow the following procedure.

- a) Student should expressly state the desire of preparing a project report and get it approved from the guide.
- b) Student should carry out activity of preparation of a project report based on in plant training in III semester in consultations with the guide.

The topic of the project report should be in the area of specialization. The project report should be submitted at end of IV semester. The Student will be expected to work under the close supervision of the project guide. Project Topic should be in the area of specialization and should necessarily include fieldwork in addition to library study. The project shall include data collection data analysis and interpretation and implication for management decision-making in the functional area concerned. The student will study live business situation and use the same as inputs in project preparation. There will be regular project classes (4 hours a week) including preparation for viva vice. The student will be expected to make a presentation of the project towards the end of the IV semester out of the 100 marks assigned to the project report, project work will carry 50 marks and viva of the project report carries 50 marks. Project report will be assessed by the internal teacher for 50 marks and viva of the project will be arranged by the Head. The committee for conducting viva-vice for MBA at the end of IV semester shall consists of four members of which two will be external members (outside university area) and the other two will be form the university area one of whom shall be the project guide and the other one is Head of the Dept. Head of the Dept will submit a panel of 10 Examiners to Hon. Vice chancellor through the Director of the School of which two examiners will be nominated by the Vice chancellor as per specialization. This exercise is part of Internal Assessment. . The project report should be submitted in one Computer typed copy to the University / College. No. Student shall be permitted to take admission in III semester unless he / she submit the implant training certificate.